

75
.162

V.1-3

I

D

R

International Development Review

NUMBER 1 OCTOBER 1962

THE SOCIETY FOR INTERNATIONAL DEVELOPMENT

INTRODUCING OURSELVES 3

SO HOPEFUL A CHALLENGE *Eugene Black* 5

WORLD WAR AGAINST MALARIA *Montague Candau, M. D.* 7

THE FAO MEDITERRANEAN PROJECT *B. R. Sen* 11

THE CHALLENGE OF ECONOMIC DEVELOPMENT *Paul G. Hoffman* 15

Paul Hoffman, Public Servant *William T. Sanders* 16

OBJECTIVES OF INTERNATIONAL ASSISTANCE *B. K. Nehru* 19

The Career of B. K. Nehru *Cleantho de Paiva Leite* 20

PLAIN TALK IN 5 PANELS 22

1 Causes of Success and Failure in Technical Assistance 22

2 Balance in Economic Development 27

3 Selection and Training for Cross-Cultural Work 30

4 What do the Less Developed Countries Want? 31

5 The Role of Development Banks 37

THE SID STORY 39

Associates in the Development of the Society 41

Legal Underpinnings 42

Constitution and By-Laws 42

Certificate of Incorporation 44

Biographs 44

Notices 53

Books 53

Letters 2

DIRECTORY OF CHARTER MEMBERS 55

Letters

INDONESIAN EXPERIENCE

Many thanks for the "Planet Earth" materials [from the International Geophysical Year] which you sent me recently as a member of SID. This is an impressive publication, and I sincerely hope it gets a wide distribution throughout the world. My own contacts abroad have been mainly as a United Nations senior consultant (socio-economics) to the Regional Housing Centre in Bandung, Indonesia, and although "Planet Earth" may seem to have only peripheral interest to the housing field, both my wife and I believe our Indonesian counterparts will be as stimulated by it as we have been, so we are putting in an order with the National Academy of Sciences for one "recommended package" to be sent to the Centre with our compliments. I am writing Dr. K. Hadinoto, RHC director, asking him to bring the posters and brochures to the attention also of the science and technology faculties at the University of Indonesia.

Incidentally, I have been wondering if the SID would be interested in an article on our Indonesian experiences. The big difficulty in technical assistance to underdeveloped countries, as I see it, is the fragmented approach that has to be taken by technicians and specialists working within a multiplicity of agencies having little intercommunication and even less coordination as to objectives. Since coming back to the Michigan campus, I find many of my colleagues in other disciplines voice the same complaint. A more integrated approach, tied in with more comprehensive and more far-sighted planning of "national" goals, seems necessary if the technical assistance programs are to become at all effective.

C. Theodore Larson

College of Architecture and Design
The University of Michigan
Ann Arbor

We certainly would be interested.

GIVE-AWAY

SID looks like a sound and constructive move, but we must keep out give-away philosophy, that might mix in with lofty purposes to train people to help themselves. I've seen much of both sides!

Walter C. Lowdermilk
Berkeley, California

We are willing to print material on the give-away or the anti-give-away philosophy

provided the writer has something worth while to say.

THE HOW-TO APPROACH

A society for international development fills an urgent need among professionals in this field, particularly economists. I welcome a professional journal dealing specifically with development aspects. The theoretical foundation has been fairly well covered in the last decade, but there is still a great paucity of information on specific methods, successful approaches to developmental problems (or "intelligent failures"), ways to overcome the absence of reliable data in underdeveloped countries, etc. I hope that the *Review* will devote a major portion of its space on "how-to" approaches to problems faced by economists in the field.

John H. Huber
Economist, USOM/Cambodia

Very much our sentiments.

THE OTHER LEG

The Society's statement [first brochure] is excellent, its establishment long overdue, and its potential great. I was deeply impressed by the symbolic opening story "The Door."

The reason for my writing so soon again is the double reference, in the lower halves of both column three and four of the statement, to "communication of knowledge and transfer of ideas"—an excellent definition of technical cooperation, but only one of two components of international development. The other one, of course, is transfer of capital, which plays such a huge role in international development activities. All too often the transfer of capital is treated even by prominent experts as the problem and objective of international development, and the need for transfer of knowledge and ideas is treated as incidental. I am inclined to assign a slightly higher priority to the transfer of knowledge and ideas, but I could certainly not conceive of international development, or a *Society for International Development*, moving ahead on only one leg.

Kurt Nathan
Takoma Park, Maryland

Don't worry. The Society for International Development has almost as many legs as a centipede.

GROWING PAINS

I consider it a real privilege to renew my membership in the Society and enclose 1958 and 1959 dues.

I am looking forward to discussing the ideals and objectives of Private Enterprise, Inc., with the membership if you find space in one of your publications at some future date. We hope to have some typical success stories very shortly of small businesses which have been started or expanded in underdeveloped countries and which have become so successful that they have been able to buy us out.

We have a great new program in Africa coming up in which we have already invested \$225,000. Our stock sale to date totals \$575,000, and although this is short of the \$4,000,000 we had hoped for, it represents a substantial nucleus to develop and prove the principles on which we are founded.

Congratulations on your continued organizational progress. We sympathize completely with the growing pains you have been undergoing.

Harold S. Fowler
Private Enterprise, Inc. Wichita, Kansas

EGGHEADS

Please find enclosed the revised draft of the Panel B discussions. I have tried to explain in the text some of the technical expressions. But, since this was an "egghead" panel, I couldn't really make much headway. You shouldn't worry too much, for, however much we try to simplify the presentation, the report will have appeal only to fellow eggheads!

Ashok Mitra
Economic Development Institute
Washington

Yes, but there are so many kinds of eggheads. One of the main concerns of the Review is to enable the medical egghead (for example) to understand what the economic egghead is talking about, and vice versa.

ENCOURAGEMENT

I think the Society is a great idea and I feel certain that it will continue to grow and have an impact on the development of international technical work around the world.

Harvey F. Baty
International Cooperation Center
Montana State College, Bozeman

The Society for International Development welcomes the expression of divergent and even contradictory views in the *International Development Review*, believing that this best serves the needs of its members. The fact that an article appears in the *Review* does not necessarily mean that it represents the views of the Society, nor does the Society accept responsibility for the views expressed in any article, signed or unsigned.

Copyright © 1959 by the *Society for International Development* in the United States and Great Britain. All rights, including translation into other languages, reserved by the Society in the United States, Great Britain, Mexico, and all countries participating in the International Copyright Convention and the Pan-American Copyright Convention.

Articles, notices, announcements, news items, and other material submitted to the *International Development Review* should be typewritten, double spaced, and addressed to the Editor. Return postage (U. S. stamps) should be included if the material is to be returned and if it is mailed with U. S. postage originally. The *Review* is not yet financially able to pay for articles or other material. Because of staff limitations, it would be advisable to write the Editor in advance before submitting an article, to determine whether the *Review* would be interested in seeing it.

Editorial address: *International Development Review*
Gove Hambridge, Editor
10614 St. Paul Street
Kensington, Maryland, USA

cooperation for national development. Nations by two's and three's and scores—and not only nations but educational, religious, business, and other groups—jointly contribute brains, skill, and material resources to programs of economic and social advance that cover a good deal of the globe.

How many thousands of men and women, representing innumerable organizations and perhaps every occupation and nationality, are now engaged in this work it would be impossible to say. Mutual aid is no new thing, having been a large factor, as Kropotkin eloquently argued, in evolution, including that of man and society. But in its recent astonishing growth and present highly organized form, mutual aid is a phenomenon of the post-war world, shaped by desperate recovery needs, United Nations ideals, breakdown of colonialism, upsurge of national aspirations, cold-war rivalry, deeper understanding of self-interest in an age of inescapable interdependence, strong economic tensions, and a new faith, inspired by startling achievements, in the power of science to make life far better if we can only use it for that purpose.

These workers in international development may be thought of as the army—the land, sea, and air forces—the officers, the doughboys sloshing through the mud—who have volunteered for service in the real twentieth century war, a war to build, not annihilate civilization; expand, not extinguish life; engender, not repudiate love.

SIXTY OF THEM MET in Washington in October 1957 to form the *Society for International Development*. By a process of natural unforced growth, the membership by mid-1959 had multiplied tenfold to 600. Though most were Americans, they represented some 40 nationalities, were working in 50 countries, came from more than 200 organizations (governmental, intergovernmental, public, private, business, scientific, educational, civic, religious), and practiced a correspondingly wide range of professions. The one thing they had in common was the focus of their interest and the purpose of their work—international development.

Meanwhile the original group had established an Interim Commission, which incorporated the *Society for International Development* in the District of Columbia as a non-profit international professional organization (the first, as far as we know, specifically of and for people in this field), drew up a constitution and by-laws, and prepared for the initial annual conference, which met in Washington February 27 and 28, 1959. This conference elected officers and council for the coming year, dissolved the Interim Commission, and held a lively professional powwow in the form of five round-table discussions concerned with major problems of international development, interspersed with dinner and luncheon speeches by Paul G. Hoffman of the U.S.A. and B. K. Nehru of India.

PRIMARILY, THE SOCIETY FOR INTERNATIONAL DEVELOPMENT was founded to foster exchange of information, experience, and ideas across the lines of nationality, organization, and profession that divide workers into a multitude of separate compartments. This is the problem of communication, familiar in science and other fields, which grows in difficulty and importance as specialization becomes more refined and organization more complex. In international development, failure to see the relation of one part of a program to other parts and to the whole may be especially serious; and in solving a difficult problem, lack of familiarity with what has been done in similar situations in other geographic areas may mean much

INTRODUCING OURSELVES

EACH ERA LIKES TO THINK OF ITSELF in superlatives. We in this era are peculiarly justified. Our world faces the most frightful dangers mankind has ever faced. If it can escape, it faces brighter possibilities of achievement than man has hitherto dreamed. We are engaged in a struggle of unprecedented magnitude to loose old bonds of poverty, hunger, disease, ignorance, tyranny, and war, so that every human being may know a better life. And if man has before now reached to the stars in mind and spirit, now he seems on the verge of getting to the nearer ones bodily.

In this age, when we may be experiencing the premonitory birth pains of a new order of civilization, we have come to realize with exceptional clearness how closely men everywhere are bound together; how dependent we have been, for example, on one another's thought and knowledge in building the magnificent structure of the modern sciences; how surely advances in knowledge and well-being in one place stir admiration and aspiration everywhere else; and how widely, contrariwise, a few drops of the acid of evil can corrode confidence and friendship.

HENCE MUCH OF THE CURRENT STRUGGLE to enlarge freedom and opportunity has taken the form of international development, which is a short way of saying international

waste of time and money. Moreover, in this vast and relatively new field there is need for vigorous cross-fertilization of ideas to stimulate progress, and likewise for sound criticism to identify shortcomings and faults.

The principal means of intercommunication will for the present be the *International Development Review*, the Society's quarterly journal of professional news and discussion, which may in due course be issued more frequently. The function of the *Review*, essentially, is to help its readers in their work by making such contributions as it can to enlarging understanding and knowledge, stimulating thought, clarifying purposes and objectives, inspiring vision and courage, and fostering a sense of professional *esprit de corps*.

Other kinds of publications may follow. The annual conferences will include discussions such as those at the first conference, where some of the ablest minds concerned with international development matched experiences and traded ideas. In many places, members may organize local chapters to foster friendly informal contacts, talk shop, and provide a discussion forum for visitors from elsewhere. The first such chapter, an active one, was organized in New York.

Many other possibilities remain to be explored. The *Society for International Development* is young. It has shown great vitality. The spontaneous growth of membership is proof that it is wanted. The members are an exceptionally able, dynamic group. There is much they can do through and with their organization. They will shape it realistically to suit the changing needs of the time we live in.

NO PHOTOGEND LADY being on hand to break a champagne bottle over our prow or brow, we hereby launch the *International Development Review* without fanfare or ceremony other than a silent prayer: May she prove a sturdy vessel, exploring wide waters and carrying useful cargo!

This first voyage must be in the nature of a trial run somewhat different from those to come. Yet perhaps not so different; we hope the *Review* will always be making trial runs and searching out new courses, like the Nautilus sliding down deep tropic sea valleys today and tomorrow (or soon after) pushing inquisitively up through the frozen roof of the world.

International development in the present-day sense is the greatest and boldest experiment in human progress ever consciously undertaken. How could this *Review* of international development not have an experimental spirit?

THOSE OF YOU WHO ARE NOT MEMBERS of the *Society for International Development*—and most of the readers of this first issue of the *Review* are not—will find a biography of the organization in the *SID* section. We are devoting a good deal of space in Volume Number 1 to documenting *SID* partly because so large a proportion of our readers have probably never heard of it. In addition to the history in the *SID* section, you will find in the *Articles* section the speeches made by Paul Hoffman and B. K. Nehru at our first annual conference; and in the *Forum* section the gist of the five round-table discussions that were the main feature of the conference.

The *Supplement* to this issue is a list of the more than 600 Charter Members who founded the organization. If you glance through it, you will see a high proportion of distinguished and famous names. The members are sending this issue to about ten thousand of you, carefully chosen for your leadership or active interest in international de-

velopment, who are not yet members. We hope that after perusing it you will consider membership a necessity, not a luxury, and promptly yield to the temptation to join. Hidden away somewhere in these pages is an application form all ready for you to fill out and mail to the Executive Secretary.

UNTIL A BETTER IDEA APPEARS, the *Review* will follow the general arrangement evident in this issue:

Editorial.

Articles on important aspects of international development.

Forum: Discussion of methods and problems. Exchange of experience, views, ideas. Significant events in our fields of interest.

SID: News of the *Society* and its members.

Biographs: Biographical sketches of individuals and organizations.

Notices: Announcements by organizations (including colleges and universities) concerning new services or other matters of interest to members.

Books: Lists and reviews; notes on publications.

Letters.

THE REVIEW IS YOUR JOURNAL. It serves an international interprofessional group of which you are a part. This group—far larger, of course, than the present membership of *SID*—is initially responsible for conducting the international experiment in human progress which, in future histories, may chiefly characterize our age.

In fulfilling the function of the *Review* we need your help.

To begin with, we want your frank reactions to this first issue and your suggestions for improvement.

We want to know what kind of material you would most like to see—what would be most useful to you—in future issues.

We want suggestions for sources of material. This includes you as a source if you have ideas for articles or other contributions that you might write, or perhaps adapt from something you have already written. *SID* has a membership rich in writing ability and authorship.

Finally, we want what is very difficult to get, a flow of news (not trivia and minutiae), about individuals and organizations, including such items as finances, new undertakings and assignments, important changes of status, available fellowships.



THE NEW MEN

"Where is Black now?" The question is often asked these days by Governments with a call on the time, the skill, or the resources of the peripatetic President of the World Bank. Today, in fact, he is in Washington. But yesterday he was in London, and before that in Cairo, Delhi, and Karachi. Before that in London again. The man, no less than the institution of which he is the head, is one of the phenomena of the post-war world. . . . A new race of international servants has arisen, among whom Mr. Eugene Black and Mr. Hammarskjöld are the most outstanding, who seem sometimes to replace diplomats not only in the big set pieces of negotiation but also, at the last stages of the Anglo-Egyptian financial settlement showed, in small points of detail.

It is true that, whenever normal channels of diplomatic intercourse have failed or proved for some reason suspect, the temptation has always been to call on the services of the man from outside the profession. History is full of the records of these special missions—personal representatives, honest brokers, trouble-shooters, or whatever name they may go by. What distinguishes Mr. Black and Mr. Hammarskjöld is that they are on permanent mission, and that they have more than their own abilities to call upon. Mr. Hammarskjöld has the moral authority of the United Nations behind him; Mr. Black has money. Both men have built up the authority of their organizations, as well as confidence in themselves personally, because their dealings have brought them into continual contact with young countries which mistrust old methods. The United Nations and the World Bank are not old-established clubs to which new members have reluctantly been admitted. They are of this age. Their representatives can talk about the future without having to argue about the past.

Nevertheless, in spite of the World Bank's great achievements, it is still feeling its way. The whole conception of "aid"—and the World Bank's activities can be placed in this field—is only a few years old, but already it is more often taken for granted than understood. It is surrounded by clichés—that aid must be without strings, that, if a moral obligation is involved, it falls on the giver rather than on the recipient, and so on. Not the least of Mr. Black's accomplishments is that he combines being an idealist with reminding people that what he is running is a bank. Like other bankers, he lends other people's money for worthwhile objects and expects to be repaid. Evidence shows that most governments prefer to deal with this sort of aid than with largesse. In his speech to the Pilgrims earlier this month Mr. Black put forward a proposition which, as he said, seems "obvious enough"—that aid should aim at improving the economy of the receiving country. But there have been too many failures to make a restatement of this commonsense aim unnecessary. It is as purveyors of the practical and common sense that the new international go-betweens have an invaluable function to perform.

—*The Times*, London, 23 May 1959

SO HOPEFUL A CHALLENGE

EUGENE R. BLACK

President, International Bank for Reconstruction and Development

A rare revelation of personal philosophy that expresses the essential credo of workers in international development and strikes the keynote of this Review.

THROUGHOUT MOST OF HISTORY most human beings have lived in material poverty, but they have tended to take poverty for granted, often as a matter of divine will. Even as the Age of Enlightenment unfolded with its strong assertion that poverty is not predestined, the fact of mass poverty was not a fact of first importance. It might excite the humanitarian instincts of "enlightened" man, but, insofar as it did not affect him personally, it rarely commanded his undivided attention.

Today it is possible to say that the existence of mass poverty is one of the most significant facts, if not the most significant fact, affecting mankind's future. As more and more millions throughout the world throw off their acquiescence in a life of material poverty and embrace the idea that they can have at least some say over their own destiny, the existence of mass poverty becomes an ever more important focal point for turmoil and discontent. And the greater the turmoil and discontent, the shorter the time that civilization based on a respect for individual dignity and tolerance among nations and races can survive side-by-side with mass poverty.

What has elevated the fact of mass poverty to such

unprecedented importance is the relentless pursuit of knowledge about the physical world which has accelerated so dramatically over the past few centuries. On the one hand, it is possible to say that we know now virtually all we need to know to make a poor society, if not rich, at least less poor. No further inventions are needed; we know now how to make worn-out land yield more and what are the social organizations which a society must have to grow

rich. At the same time, the spread of this knowledge is the root cause of an historical transformation which threatens to rob man of his freedom to pursue knowledge and put it to a constructive use.

It is hard to exaggerate the toll which the technology and the philosophy of the Age of Enlightenment have taken of the ancient civilizations of the world. These ancient civilizations, while varying in a wealth of detail, shared certain common characteristics of which acquiescence in a life of material poverty was most important. This acquiescence was possible because life was by and large well ordered and the individual felt the warmth of belonging to a family group or to a village or tribe. If man was neither free nor rich in wordly goods, he had the compensation of security, an assigned place in the community in which he was taken for granted. If society was static, it was by modern standards stable and well-ordered.

TODAY THERE IS NO POINT ON EARTH where the stability and security of these ancient civilizations has not been undermined by the impact of the very ideas and technology which are so often cited as a poor society's greatest asset. As a result of the public health expert whose efforts to stamp out disease have resulted in dramatically lower death rates and consequent "population explosions"; as a result of commercial agriculture which introduced the idea of a money economy where barter used to rule; as the result of lawyers who have introduced into status-ridden societies a code of laws where contracts among individuals are placed above social status; as the result of engineers who have built roads and railroads to connect remote areas with the outside world; as the result of generals who have invaded with all the modern technical paraphernalia of war; as the result of traders who have brought everything from trousers to radios and the jet airliner—as the result of all these intrusions, mass poverty has become an increasingly intolerable state of affairs in the minds of the half of the world's population which used to live in the shelter of the ancient civilizations.

Never before in history was it possible to assign to the existence of mass poverty such significance as it has today, but never before in history have the societies of the world been so intimately, if reluctantly, bound together by a common body of knowledge. "The world today," writes the British anthropologist, Jaquette Hawkes, "is in the net of a single civilization." And her profound observation is echoed by Prime Minister Nehru when he tells his countrymen, "The old civilizations, with the many virtues they possess, have obviously proved inadequate. . . . Our problems [today] are the problems of civilization itself." And of course Mr. Nehru's number one problem is poverty.

In the 19th Century it was possible even for educated men and women to look with composure on the beginning struggles of the poor societies of the world to throw off their poverty. It was then possible to believe that somehow, however hesitantly and awkwardly, these poor societies would evolve in a way compatible with the continued free pursuit of knowledge and its constructive application in an environment of tolerance among nations and races.

Today we are wiser, if sadder. We have seen, in fact, that so far the spread of technology and knowledge about the growth process into the poorer societies of the world has destroyed more than it has created. It has destroyed the stabilities and the securities of the old order without in most places doing away with abject poverty. Far from leading to an orderly evolution, the existence of mass poverty amidst a wealth of knowledge about how to enrich

society materially has given rise in the poor societies to such a turmoil of frustration and discontent as to threaten the foundations of world order.

And where poverty has been relieved somewhat, as it was in pre-war Japan and Russia and as may happen in post-war China, we have seen that the cost was the suppression of every form of freedom at home and the adoption of aggressive and intolerant policies abroad. We have witnessed and are witnessing leaders who, rather than accept a life of poverty for themselves, are willing to ride roughshod over the entrenched habits and customs of their people, reducing individuals to the status of ants and elevating the state to the status of a deity.

THESE ARE SOME OF THE HALLMARKS OF LIFE in the 20th Century. They constitute a challenge to the very worth of knowledge. More specifically, they challenge the very heart of 19th Century optimism, namely, that a war on mass poverty can be fought without reducing individuals to mere cogs in a bureaucratic machine.

Without being either optimistic or pessimistic, it can be said that such a war must be waged if mankind is to preserve his faith in the worth of knowledge. If mass poverty is not the root of all evil in our world, it is so much at the root of discontent in our times that it offers the one concrete problem on which we can focus our energies and test the worth of our knowledge. No other problem of comparable scope or importance exists.

Further, we can say that knowledge does provide the hope that such a war can be fought successfully. It is true that the people of the poor societies do not have to wait on the slow process of invention before relieving themselves of the worst pangs of poverty; the knowledge exists now about how to exploit nature to insulate man from mere animal survival. And it is known now how to organize and order this knowledge in ways which will not result in the individuals being swallowed up by the state.

The test comes in our ability to adapt what is known to the conditions that exist in the poor countries and in our willingness to persevere in the face of inevitable disappointments. This exacting and often frightening task today is being carried out by an ever-growing army of professionally trained men and women of all nations and nationalities. The courage of these men and women is beyond praise. Each is working in the sure knowledge that science and technology will continue to force fundamental changes on the whole structure of human society; each is accepting the responsibility for helping to decide whether these changes enrich civilization or impoverish it, indeed perhaps destroy the worth of the individual entirely. Each knows that, for good or evil, his special knowledge is a tremendous power in the world and that he can divorce himself from that power only by ceasing to practice his profession.

And the complexity of the professional challenge these men and women face has no equal today. It is easy to forget how special are the institutions and attitudes towards life and work which are necessary for modern economic growth. There must be a habit of saving and a willingness to invest savings productively. There must be institutions to make this possible. People must be willing to accept new things in their lives and to accord a measure of respect and reward to those innovators who devote their time and talents to enriching the individual's material lot. People must be willing to move around to new homes and new jobs and to enter into the productive process at some point. There must be a liberal supply of technical education, liberally spread among the population. Just to mention

7

a few of the basic requirements is to illustrate how complex is the task of adapting modern technology and modern knowledge of the growth process in essentially pre-technical societies.

Finally, each has the handicap of an inevitably inadequate training. It is clearly illogical to train a man to practice in the most competitive technological market and then expect him to work miracles in the poor societies of the world. Conventional professional training takes for granted too many of the necessary basic institutions and attitudes, the absence of which, more than anything else, keeps poor countries poor. To make use of his special knowledge in a poor country, the professionally-trained man must ac-

quire broader knowledge and deeper understanding than is needed to follow a conventional professional career. For the most part, he must acquire that knowledge and understanding on the job.

Yet what other challenge today so adequately and thoroughly tests the worth of knowledge? What other problem is so important and so worthy of the best brains? And what besides the existence of poverty offers the professional man or woman so hopeful a challenge? None, I would say, for the simple reason that never before in history was it possible to say, as we can say now, that the kind of poverty that destroys individual dignity and stifles individual creative effort is not necessary.

those vector species that entered men's homes. This was so much cheaper and more effective than the previously practised indiscriminate attack on the whole anopheline population that it was soon possible to extend the operations to rural areas, which had always been the most severely affected by malaria.

National control campaigns were planned, their costs worked out on the basis of the size and number of the population, the size and number of dwellings, and the dose of insecticide to be used. For example, annual per capita costs ranged from \$0.11 in South East Asia to \$0.455 in the Americas.

At first everything went well, so well, in fact, that some countries succeeded in reducing the vector populations to levels at which malaria transmission no longer continued. It thus appeared, for the first time, that it was possible to control malaria in certain areas solely by house-spraying with residual insecticides, and that the total destruction of the vectors, as previously attempted, was not necessary to obtain this result. The World Health Organization, which was concerned with many of these plans, was able to adopt as its policy the drastic reduction of malaria as a public health problem—that is to say, the lowering of malaria incidence to a point where the disease, although still existing, would be of minor importance.

Of the economic advantages of such reduction or elimination there could be no doubt. So long as malaria remains endemic, it is responsible for heavy expenditure in hospital costs; it causes absenteeism and slow-up of work and hampers school education; it confuses the statistics of other diseases and is capable of accelerating deaths due primarily to other causes; and since many of the deaths from malaria occur in childhood, it causes wastage of potentially useful members of the community.

Some idea of the extent of the labor losses that were made good as a result of malaria control may be gained from the experience in Thailand, where a saving of 175,000 man-days was reported in the first year of the control operations, which covered a population of 282,065 persons.

Efforts have been made to assess the financial burden supported by the economy of malarious areas. It was officially stated in 1951 that El Salvador, which then had more than 200,000 cases of malaria and 3,000 malaria deaths a year among a total population of 2½ million, suffered a \$40 million production loss from malaria alone, without considering other insect-borne diseases. These great financial losses due to malaria do not occur only in tropical countries. Even in the USA, as recently as 1938, when malaria was still a major problem in the South, Williams stated that although it did not at that time cause more than 4,000 deaths a year, the "cost of treat-

WORLD WAR AGAINST MALARIA

MARCEL CANDAU, M. D.
Director-General, World Health Organization

Joined in a league against death, nations now have adequate weapons and strategy for eradicating one of the most widespread, insidious, and costly of diseases.

WHEN THE CONSTITUTION of the World Health Organization was signed in July 1946, few would have thought that less than ten years later the new international agency would be ready to pledge itself to the hitherto unheard of objective of eradicating malaria from the world.

By that time DDT had made its appearance and had been used by military forces during the latter part of the Second World War; but in 1946 it was only beginning to be made available for civilian use. Most countries that practised any form of malaria control were still limiting their operations to urban or small localized areas such as tea estates. These operations, which were concerned with the reduction of mosquito breeding by engineering works or by anti-larval applications, were too costly for use on any large scale. Thus the large rural populations scattered over the bulk of every malarious country were in most cases totally unprotected.

When DDT was released for general use, malaria control was revolutionized. It was now possible, by using this residual insecticide—so called because the residue left on sprayed surfaces remains effective—to attack and defeat the transmission of malaria by reducing the life span of

ment ran into millions of dollars and loss of wages and crops into more. Loss to industry was approximately equal to one-third of the possible maximum. Altogether it seemed probable that in an average year malaria represented a half-billion dollar loss to the South."

As recently as 1958 Indonesia's Minister of Health stated that "no other single disease does so much damage to our people." By estimating the loss caused by malaria to wage-earners, the cost in reduced productivity, the loss of production potential owing to malaria deaths (principally among children and young people), and the cost in drugs, medical care, and treatment, he arrived at a total economic cost of between \$100 million and \$150 million a year from this cause alone.

Similar estimates from numerous other malarious areas underline the huge economic benefits which, it was confidently expected, could be obtained from malaria control measures.

BUT SOON A CLOUD APPEARED on the horizon. The insecticides that were being used primarily against malaria vectors were proving very useful also in keeping down the level of household pests. But in 1946 it was reported from Italy that the housefly had become resistant to DDT. Further reports from Europe and America described similar cases of resistance. Other chemicals, notably benzene hexachloride (BHC) and dieldrin, had meanwhile been developed and had been used to supplement DDT in some residual spraying campaigns. It was found that the housefly resistance, when it occurred, tended to fall into one of two groups—resistance either to a group of chlorinated hydrocarbons that includes DDT and its analogues methoxychlor and DDD, or to another group that includes dieldrin, BHC, chlordane, aldrin and endrin. When resistance developed to one member of one of these groups, it was found to exist also for other members of the same group. For some years the anopheline mosquitoes remained susceptible to insecticides, but in 1951 it was reported from parts of Greece that *A. sacharovi* had become resistant to DDT.

This was only the beginning of the development of anopheline resistance in many other countries. In Northern Java resistance by *A. sundaicus* to DDT was confirmed in 1954 and 1956 by ICA and WHO experts, respectively; the Communicable Disease Center of the U. S. Public Health Service found in 1955 that *A. quadrimaculatus* was resistant to the dieldrin group in Bolivar County, Mississippi. Resistance was also shown to the dieldrin group in Nigeria and to DDT in Saudi Arabia. Since then there have been reports of resistance to one or the other group in Burma, Iraq, Iran, India, Turkey, Indonesia, Liberia, French West Africa, Trinidad, Jordan, El Salvador, Guatemala, Nicaragua, Mexico, Jamaica, Ecuador, and Trinidad.

Owing to the fact that anopheline resistance, as in the case of the housefly, is usually confined to one of the two groups of insecticide mentioned, operations against the vectors can usually still be carried on by changing from one group to the other. In Greece, however, *A. sacharovi* has more recently been proved resistant to dieldrin and BHC as well as to DDT, and in July 1958 PASB/WHO entomologists found in El Salvador that *A. albimanus* was resistant to dieldrin alone in three localities, and to both dieldrin and DDT in four others. Thus the solitary cloud which appeared on the horizon in 1948 has now assumed ominous proportions.

The World Health Organization has been studying the resistance problem through a panel of about eighty experts.



Portrait of the enemy

The panel issues standard specifications of insecticides and pesticides for the guidance of all countries. One of its tasks is to find out why a given substance fails to work well in the field even though it is adequate in the laboratory. Other functions are the standardization of equipment and the study of the toxic hazards of insecticides and pesticides. Toxicity is studied also by WHO in cooperation with representatives of the International Labor Organization and the Food and Agriculture Organization. Full discussions are held on the whole problem—e.g., toxicity in manufacture, toxicity in application, the dangers of exposure to insecticides while living in sprayed houses, the dangers of accidental contact with pesticides in the fields, and the dangers of food contamination.

These are vital questions; for as the residence of insects increases, the substances used to kill them frequently tend to become more and more toxic. Apart from the chlorinated hydrocarbons mentioned, there is another group of insecticides—the organo-phosphorous group. Some of the latter are more toxic than the chlorinated hydrocarbons, but one promising material, malathion, is both safe to use and may have a residual effect comparable to the materials currently in use.

Another difficulty, less serious but still disquieting, arose when it was shown in Africa that on many kinds of mud walls the insecticides are absorbed within a fairly short time, so that residual spraying, to be effective, has to be repeated at shorter intervals than was at first believed necessary.

BUT THERE WERE ALSO HOPEFUL SIGNS for the future. In Italy and in certain parts of Asia malaria had practically disappeared as a result of continued residual spraying. In Greece, where nationwide spraying had been begun in 1946 and was interrupted in 1951 for lack of DDT supplies, there has been no startling increase in the number of cases. The Fourteenth Pan American Sanitary Conference, held in October 1954, took a bold step. It decided to make an all-out effort to eradicate malaria from the Americas. At

the end of 1954 the WHO Malaria Conference for the Western Pacific and South East Asia regions expressed itself as in favor of applying a similar policy. This was followed in 1955 by the recommendation of the Eighth World Health Assembly to implement a program having as its ultimate objective the worldwide eradication of malaria. The challenge of anopheline resistance had been taken up.

These were daring decisions, but they were soundly based on one important fact, which may be expressed simply as follows: the malaria parasites usually disappear from the blood of their human host within three years if no reinfection occurs; therefore if, during a period of three years, transmission of the infection were effectively interrupted, malaria theoretically could be eradicated. In the old cases, the risk of infection would have disappeared, while no new cases would have occurred. At the end of the three-year period there would be no infective malaria left for the mosquitoes to transmit.

In actual practice malaria eradication takes longer than this. A preparatory period of about one year is needed for a pre-eradication survey and for the organization of an effective eradication service; then four years of total spraying coverage are usually necessary in order to interrupt transmission for three years; finally, not less than three years must be devoted to surveillance and the elimi-



Africa is a major battleground. The disease is probably more common there than in any other continent. Muddy waters are breeding places for mosquito larvae.

ination of any remaining small foci of malaria. Thus an ideal eradication plan takes eight years to complete, provided that everything is done on schedule and with the necessary efficiency.

It is not to be expected that every country undertaking malaria eradication can carry out this difficult operation within eight years. Various conditions must be fulfilled. Sound planning, adequate financing, and special legislation are essential to support the technical work; there must be a strong national service devoted to this one task, with well trained personnel and sufficient administrative authority. Training and retraining of staff must be continuous. Good public relations are essential for the success of the program; thus propaganda is needed in every level of society. Contingencies such as political instability, nomad-

ism, and economic depression are liable to cause delays; so may new developments on the vector side, in the form of extradomiciliary transmission or increased insecticide resistance.

As regards resistance, the plain fact is that we are involved in a race against time; for it has been authoritatively stated that the period of time before the development of local anopheline resistance to the insecticides now in common use may be no longer than eight years. Either we



Skilled hands can tell from the feel of the spleen whether there is malaria.

defeat malaria or the resistance, unless we find new weapons against it, may defeat us.

Since no two countries are at exactly the same stage of development and thus able to draw upon the same technical and financial resources, the national effort must in many cases be supported and supplemented by international assistance. A large number of national malaria eradication campaigns are able to obtain essential supplies and equipment and trained personnel through the United States International Cooperation Administration (ICA). The United Nations Children's Fund (UNICEF) works closely with WHO and assists governments by providing insecticides, spraying apparatus, transport, etc. ICA's direct participation in malaria eradication work in 1958 amounted to over \$20 million, while UNICEF spent \$8 million in the same period.

WHO also provides supplies and equipment, but its principal responsibilities lie in the over-all strategy for worldwide malaria eradication. It is expected to give leadership for the coordination of activities in the different continents, and to provide expert guidance to the many countries that do not have adequate experience of their own in planning and operating campaigns.

In order to play its full part in this struggle, the World Health Organization has had to make increases in its malaria staff, both at headquarters and in the regions. Ten different categories of staff are needed—medical malariologists, sanitary engineers, entomologists, parasitologists, laboratory technicians, statisticians, administrators, transport specialists, health educators, and sanitarians.

Special attention is being given to the provision of training facilities; courses for national and international staff have already been held in various parts of the world. Studies on vector resistance have been pursued, together with various other research projects, including those concerned with the use of antimalarial drugs as a supplement to house spraying.

The importance of cooperation within and between



Mosquito cavalry carry the war to remote villages in the high Sierras.

countries is realized by many of the countries undertaking eradication programs as well as by WHO. Examples of the granting of frontier facilities and of the prompt and free exchange of information on malaria have been reported from various parts of the world. In one group of countries an international agreement provides for mutual aid in case of need by the transfer of personnel, equipment, and stores from one country to another, on request and at cost.

Another group of countries, realizing the expense and distress that would result from the reintroduction of malaria across adjacent borders, has combined to form an Anti-Malaria Coordination Board, to which, from the beginning of October 1958, WHO has provided a malariologist as Secretary. This officer's duties include the periodic visiting of the member countries to review problems arising during the operation of the eradication campaigns, the exchange of information and ideas, and the promotion of effective liaison. He also participates in the investigation of technical problems and gives technical advice when needed.

Coordination of the international assistance available to countries undertaking malaria eradication campaigns is also necessary. The energetic participation of ICA and UNICEF has been mentioned. By joint attendance at conferences, symposia, and inter-country and inter-agency staff meetings it is possible to ensure the pursuit of a common policy along sound and acceptable lines.

ONE THING MOST URGENTLY NEEDED is money. When the Eighth World Health Assembly decided to adopt the policy of eradication, it authorized its Director-General to seek financial contributions to a fund entitled the Malaria Eradication Special Account (MESA). This account, and also the Special Malaria Fund of the Pan American Health Organization, must be regarded as being distinct from the regular budget of WHO and the funds provided under the United Nations Expanded Program of Technical Assistance; it supplements these resources but does not replace them.

The United States Government has contributed very substantially to MESA. Up to mid-May 1959 twenty-one other countries had sent contributions: Brunei, Cambodia,

China, Germany, Greece, India, Iraq, Ireland, Israel, Italy, Lebanon, Libya, Portugal, Romania, Saudi Arabia, Sudan, Switzerland, Tunisia, Turkey, USSR, and Viet Nam.

Sums totalling over \$8.5 million have so far been received. Of this, some \$15,000 was received from private sources. The money is used to provide equipment, supplies, services and research to assist in the worldwide eradication of malaria.

In order adequately to carry out its role as a leader in this huge enterprise, the Special Account of the World Health Organization will need \$50 million during the next five years.

Looking at the world as a whole, enormous progress has already been made. Eradication has now been achieved in nine countries and territories, once highly malarious. In very many other malarious countries eradication campaigns are under way or are being planned. If all goes well it may be possible by the end of 1962 to declare eradication

The ammunition—modern insecticides being readied for a campaign in Mexico.



achieved, or at least to discontinue large-scale spraying operations, in Europe, the Americas, parts of northern Africa, the southern part of Africa, and a large part of Asia. By that time many other countries and considerable other portions of Africa may well have been protected by simple spraying operations, even in areas where full-scale eradication is not yet feasible.

At present our progress towards the goal of world eradication of malaria is threatened by two things. If op-

erations are delayed or slowed down, the vector mosquitoes may develop resistance before malaria eradication is completed; and if the necessary funds are not forthcoming, the campaigns planned or under way in many countries may not be completed in time. I cannot believe, however, that this great undertaking, unparalleled in the history of human endeavor, will be compromised for lack of a sum that is insignificant in comparison with the benefits that malaria eradication will bring to all peoples.

FAO MEDITERRANEAN PROJECT

B. R. SEN

Director-General, Food and Agriculture Organization

The man primarily responsible tells about the inception and present status of what is perhaps the most comprehensive proposal yet made for integrated regional development.

FROM THE BEGINNING OF HISTORY until a few centuries ago the Mediterranean was the center of power and civilization of the western world. The ancient Greeks and Romans were preceded in their world position by the pharaohs of Egypt, the Assyrians, the Phoenicians, and the Persians. Later, the Arab Empire extended its domination and culture over a large part of the old world. The Portuguese, a Mediterranean people, founded a vast colonial empire. The kings of Spain ruled over a domain where, as was later said of Britain, the sun never set. The Turks, resuming the historic role of the Byzantine emperors, ruled large portions of central and southern Europe. And the Holy Roman Empire again and again came close to what is termed in our day "an integrated Europe."

In striking contrast with this past wealth and glory is the poverty of land and people which has today become an outstanding characteristic throughout the Mediterranean region.

What are the causes for this decline? And what can be done to reverse the trend?

These basic facts are undisputed:

- The countries of the Mediterranean have been unable to keep pace, in material terms at least, with modern progress, and most of them have by now fallen far behind the more advanced nations which they used to rule and which are their neighbors.
- Deterioration and loss of productive soils through erosion, in the face of an accelerated increase of population, is bound to cause a progressive worsening of the already critical situation unless rather drastic action is taken.
- In recent years the Mediterranean has again become a center of world attention, this time on account of local and

international crises arising primarily from the desire for independence and the rise of nationalism. But unless the land is capable of feeding a population which grows at the rate of 3 to 4 million a year, and of improving the living standards of the large masses of people, no purely political formula is likely to be more than a short-term expedient.

Thus the need to achieve substantial economic and social progress in the Mediterranean countries in a minimum of time constitutes one of the great challenges facing the United Nations family of organizations today.

Since the improvement of soil and water resources must be the starting point for any effective practical action in the region, I decided shortly after my arrival in Rome that it was the duty of FAO to do something about the challenge.

The Approach

IT WAS CLEAR that we would first have to study the problems involved and then formulate proposals for action by the governments of the region, with such outside help as would be needed and could be found. But what should be studied, and what should the proposals deal with?

Fortunately, FAO in cooperation with ECE, the Economic Commission for Europe, had already started to look into the possibility of launching a large-scale reforestation program. It was a foregone conclusion that forestry must be one of the major elements of FAO's approach, in view of the urgency of taking steps to stop erosion and reclaim for productive purposes as much as possible of the bare hillsides that stare down at you throughout the area. It was equally clear, however, that a forestry program alone was not enough. Foresters themselves were the first to point out that isolated concentration on forestry had been among the principal reasons why past reforestation efforts in the Mediterranean region had on the whole failed to materialize on a sufficient scale.

Especially in the Mediterranean countries, forestry is inseparably linked with the problems of grazing, and any constructive reforestation program must go hand in hand with programs for improved livestock production. This in turn cannot be properly considered without looking at crop production as well. Competition among grazing, farming, and forestry is one of the most fundamental causes of the progressive soil destruction going on in the Mediterranean countries. Over all is the problem of water.

It soon became clear that the purely technical approach of formulating a group of projects relating to agriculture and forestry alone would not be enough. It is essential to look at the entire economy and the social structure of the countries before attempting to work out major proposals for the various sectors of agriculture and forestry.

At the same time, we were aware that to attempt economic development planning for some sixteen countries that comprise the Mediterranean area was such a formidable undertaking that its very magnitude would defeat its purpose.



"The glory that was Greece"—the effect of uncontrolled torrents on a landscape in Macedonia.

I decided, therefore, to avoid the temptation of making decisions that might be premature and instead to devote the year 1957 to preparing an interim report designed to explore the various facets of the problem and test possible approaches. The interim report and three sample country studies were submitted in November 1957 to the Conference of FAO, together with a request to approve funds for undertaking a fuller study and planning effort. The conference gave almost unanimous support to this request, and since then we have been able to draw on the experience of the interim report and the views of interested governments, expressed during the conference and in other special discussions, in drawing up the following definition for our undertaking:

"It is the aim of the project to accelerate the restoration and development of the land and water resources of the region for agriculture, grazing and forestry purposes and thus to contribute to its economic and social advancement by formulating balanced action proposals. These proposals will be primarily designed: (a) to protect the soils and crops against erosion and similar losses and through proper measures to reclaim lands now wasted and unproductive; (b) to raise productivity in agriculture and forestry in order to achieve increased supplies in line with the requirements of each country's inhabitants; (c) to provide employment and achieve social improvements as outlined in the Interim Report.

"The proposals should relate to the scope and composition of investment, measures for technical improvement, and institutional and other obstacles which have hitherto prevented sustained growth. All proposals should be properly adjusted to one another and appropriately phased. They should also pay due regard to the claims of other sectors of the economy whose simultaneous development is to some extent a condition of, and in any case necessary to, the full development of each country."

In this way we believe to have struck a happy medium between a forestry program which would be too narrow

and a general development program which would be too vast and which would deprive the FAO project of its specific identity. By focussing attention on land and water use, we are dealing with a fundamental sector of the economy with regard to which it is possible to formulate clear-cut proposals for action. In this context forestry will have its rightful place in accord with and relation to the long-term general agricultural program.

In order to establish the framework of this long-term program, however, general economic problems will have to be fully studied even to the point of making proposals with regard to such matters as trade and fiscal policy and the use of foreign aid, if only to the extent that these matters are relevant to the programs formulated for the FAO sector.

Other Policy Issues

THIS CLARIFICATION of our ideas was a long step forward. But before we could get under way with our work, two more fundamental issues had to be faced and solved.

The first of these is related to the limits of FAO's jurisdiction. By considering general economic, financial, and social problems as I have outlined, it was clear that policy questions would arise which lie outside FAO's field of competence and are the responsibility of the United Nations Department of Economic and Social Affairs, or of UNESCO, or of other UN agencies. I did not want these jurisdictional questions to jeopardize our undertaking; and therefore as soon as our own ideas had been defined I invited the Secretary-General of the United Nations and the Directors-General of the specialized agencies concerned to join forces in helping FAO to carry out its Mediterranean Project.

The invitation was favorably received and full cooperation with the United Nations has been established. This is

not an empty phrase. A senior officer of the United Nations' economic staff has been assigned to work with the project for an entire year in Rome, and technical assistance experts and other UN field personnel working in the Mediterranean countries have been made available to cooperate in the project as needed.

Other less extensive arrangements have been made with UNESCO and are contemplated in the case of other specialized agencies. The danger of being hampered by jurisdictional limitations has thus been averted.

The second basic problem arose in connection with the regional approach, as expressed in the term "Mediterranean Project."

Considerable doubts were expressed whether it was justifiable to regard the Mediterranean countries belonging to three continents as one region. It was pointed out also that there was little hope of practical achievements through vast regional schemes since all action would in the end have to be taken by the governments and peoples at the national level. Why, then, engage in a general Mediterranean undertaking? Why not, rather, cooperate directly with individual countries through technical assistance and otherwise?

We are, of course, for cooperation at that level, but we do not believe it is incompatible with a concerted regional approach. Quite the contrary; in this project the regional and national approaches have to be constantly combined, and this is being done on the one hand by undertaking

Even on high dunes such as these in Libya, shifting sand can be held in place by proper planting.



separate country studies, ending with action proposals with regard to land use and related matters, and on the other hand by preparing, with the help of these country studies and other material, an overall report dealing with the entire Mediterranean area or such portions of it as will be regarded as appropriate. In that connection, for instance, the FAO Conference recommended that for the purpose of summarizing the national studies, the Mediterranean countries should be grouped according to the regional structure adopted by FAO, which distinguishes between a European, a Near East, and an African region.

This emphasis on the grouping of national studies is not, however, the main reason for adopting a regional approach that embraces the Mediterranean as a whole. No recognized criteria exist for determining whether a group of countries or a given area should be regarded as a region or not. It should be remembered, however, that the existence of the Mediterranean Sea as a body of water of limited area bounded on all sides by a great number of countries gives more reality to a regional concept than in the case of many other regions commonly accepted as such. Moreover, there is a scientifically defined Mediterranean climate, characterized by long dry summers and relatively short wet winters.

But the most important reason for our regional approach is the fact that practically all areas in the region face the same problems of land use because of similarities in climate and soil, and likewise the common historical heritage of large numbers of their people. A number of useful lessons have been learned in the widely different attempts that have been made to solve these basic and similar difficulties. It is our belief that the experiences gained in one country are bound to be of benefit to the others. We believe that simultaneous though separate attacks on these common problems along similar lines will heighten enthusiasm for action, help to prevent waste from duplication of effort and uncoordinated policies, and enhance the prospects of practical success.

The Work

TO SETTLE THESE POLICY ISSUES TOOK US UNTIL MAY 1958. Since then the Mediterranean project has become a tangible reality. Three country teams were established, each composed of an agriculturist, a forester, and an FAO economist, assisted by one or several UN economists. One of the essential principles of the project was that all programs should be jointly evolved by FAO teams and national counterpart teams or committees which the governments agreed to set up specifically for that purpose.

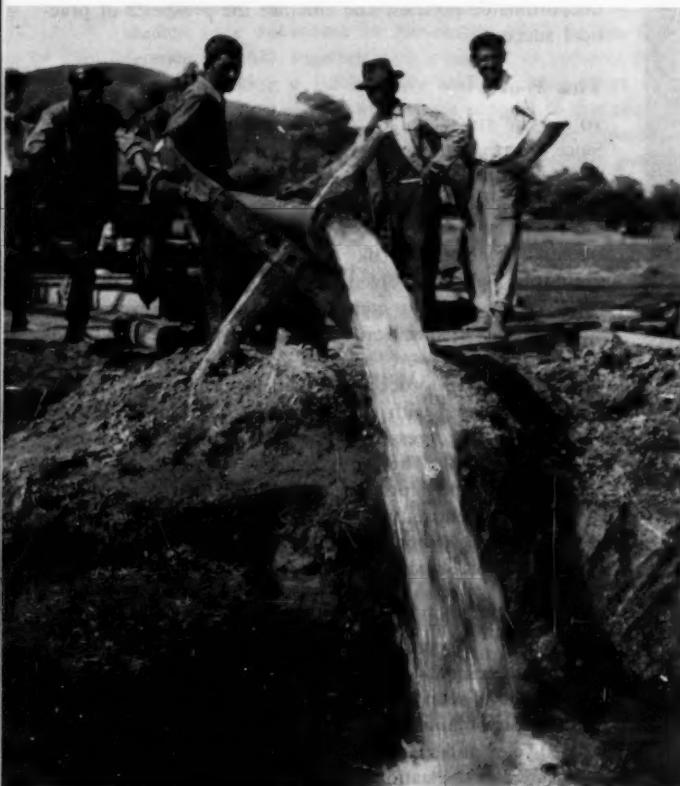
Ten countries were selected for special investigation. Team A visited Morocco and team B, Greece and Turkey. Team C explored with the governments of Iraq and Syria the basis of a progressive land and water policy, and later visited Lebanon. The governments of three countries, Israel, Spain, and Yugoslavia, prepared their own reports as a special contribution to the project, with the advice of the project's senior consultant, Dr. T. Balogh of Balliol College, Oxford, and of other FAO and UN staff.

Meanwhile at Rome a small group of economists and technicians worked on the overall report. This focussed on three points: a general analysis of the problem of accelerated development of land and water resources in the region, and its economic, technical, and social implications; formulation of appropriate policies and programs for the next 20 years and specific action recommendations of major importance at the national level; and recommendations for



Symbol of ways that are passing, the Egyptian shaduf was a laborious device for getting water to the land.

Drilled with equipment devised (under expert guidance) in a Yugoslav village, this well provides irrigation for 25 hectares of mixed crops.



international, regional, and subregional action. The group was able (as were the country teams) to draw on FAO's up-to-date technical information, since it was in constant touch with the various technical divisions concerned.

To plan and organize these simultaneous activities posed a problem of logistics. For no matter what delays will have to be faced in regard to developments in all the participating countries and in the work itself, on 30 June 1959 ten country summaries and an overall report had to be delivered to FAO's translation and processing services, in order to be despatched to 76 member nations at least three months before the tenth session of the FAO Conference, to be held in Rome in November.

From then on it is up to the governments whether this undertaking will end with the publication of a few more reports, or whether it will mark a new beginning in the long history of the Mediterranean countries. So far the prospects are better than we felt entitled to expect a year ago. Country after country is showing increasing interest in more systematic planning of its economic development and in the application of new ideas in agriculture, even when this involves the introduction of such fundamental changes as land reform. Also, at the highest government levels, not only within the region but also outside, the realization is spreading that something effective has to be done for that area, even if this would call for heavy capital investments. On 22 August 1958 the Extraordinary Assembly of the United Nations, called in session to deal with Middle East problems, adopted the unanimous resolution which, among other things, proposed the establishment of a Middle East Fund for Economic Development.

By the time FAO's proposals are ready to be formally presented to governments, perhaps there will be not only the will but the means for putting them into effect.

THE CHALLENGE OF ECONOMIC DEVELOPMENT

PAUL G. HOFFMAN

Managing Director, United Nations Special Fund

Uniquely qualified to talk about international development in general and the Special Fund in particular, Mr. Hoffman updated and extensively revised, for this first issue of the Review, the speech he made at the first Conference of SID in February.

WE ARE LIVING IN EXCITING TIMES. As someone put it, history is being written with a rushing pen. One epochal event after another has crowded in on us in this twentieth century. Yet I am certain that if a historian writing, say, in the year 3000 were asked to select the most significant event, he would have no difficulty in doing so. It would not be World War I or World War II, or the discovery of atomic energy, or even the conquest of outer space. No, I think he would point to a revolt—not a political revolt against foreign domination but a revolt of hundreds of millions of people against the continued acceptance of poverty, sickness, and illiteracy as their normal life—something to be borne patiently because no other life could be imagined. The awakening of these underprivileged people, whose forebears had slumbered peacefully through the centuries, is the truly significant and pervasive fact of our times.

An improvement in the living standards of these people is a task of staggering dimensions. Of the 82 members of the United Nations no less than 60 can be classified as "less developed." In addition there are 40 territories which would be so classified. More than a billion people live in these countries. Their income in 1957, according to the

best available statistics, was in the neighborhood of \$120,000,000,000, or an average of \$120 per person. In a number of these countries it is very much less. That same year the average per person income in the industrially advanced countries was approximately \$800 and in the United States more than \$2,000.

These statistics come to life only when translated into human terms. According to reports of the Food and Agriculture Organization, more than 60 percent of the world's people are undernourished, and if you are undernourished, you don't have the energy to work. Speaking of health, the life expectancy at birth in the United States is seventy-one—in India it is thirty-five. There is one hospital bed for every 100 inhabitants in the United States—in India one for 3,000—in Burma one for 10,000. And finally, turning to the educational status, two-thirds of the adults in the underdeveloped countries are illiterate.

I AM WELL AWARE THAT MUCH AID is going to the underdeveloped countries today. A mere list of the bodies concerned with underdevelopment is striking evidence of the importance attached to it. Let me refer to only a few of them.

First, of course, there is private investment. Large sums are being invested by the extractive and petroleum industries, and investment in manufacturing is on the increase. However, I believe it is everywhere recognized that private investment is not enough.

Still keeping away from government activities, there are the immense numbers of voluntary agencies, groups of ordinary citizens who have assumed some responsibility for the underdeveloped countries. To these must be added the very important work of private foundations, some immensely wealthy, others more modest but still an important influence.

Then, virtually all the governments of industrially advanced countries have programs to stimulate growth in the less developed areas. To use the jargon that is rapidly building up round this theme, these are the bilateral programs. In the United States, of course, this heading would cover the work of the International Cooperation Administration, the Development Loan Fund, and the Export-Import Bank. Large programs are also maintained by France, the United Kingdom, and other countries that administer colonies. In addition, many governments also group themselves for the more effective rendering of assistance. Examples are the Colombo Plan, the Organization of American States, the various Western European agencies, and the Commission for Technical Cooperation in Africa South of the Sahara.

Finally, there are the United Nations agencies—the United Nations itself with its technical assistance program, now with more than ten years' experience, the specialized agencies (UNESCO, Food and Agriculture, World Health, and so on), the International Monetary Fund, the International Finance Corporation, and, of course, the World Bank.

ALL AGENCIES, GOVERNMENTAL and non-governmental, are doing important work, but I would like briefly to comment on the work of some of the United Nations agencies.

The United Nations Expanded Program of Technical Assistance is an outstanding example of how much can be done by a multinational organization with very little. Last year, funds available were in the amount of \$32,000,000, of which the United States contribution was some \$15,000,000. However, because a multinational agency cannot be accused of ulterior motives, its bargaining position is strong.

PAUL HOFFMAN, PUBLIC SERVANT

DR. WILLIAM T. SANDERS

Assistant Secretary General, Pan American Union



We "glimpse vistas of achievement more noble and opportunities more bright than men have dared to dream," to quote from the *Society's* announcement. Think back on how this language and these purposes would have sounded to you some ten years in the past. Today the language evokes a responsive chord. We sense in it if not the self-evident, at least the expression of ideas so familiar to us that we find no difficulty in accepting them. We have of course become somewhat conditioned to superlatives in our rapidly expanding universe. There is more than that, however, in our acceptance. We recognize in these ideas the facts of our interdependent world, and the opportunities for human development offered by the enlightened self-interest required by such a world.

I know you will agree with me that Paul G. Hoffman represents in his person and experience this vision of a better world. He is one of the most distinguished and articulate leaders of the new-dimensional ideas which this conference is discussing.

Closely associated with U. S. business for forty-five years, and thus learning first-hand the lesson of U. S. "know-how" from the grass roots, through the industrial ranks, to the highest levels of management, Paul Hoffman in 1948 brought a wealth of economic experience to the Economic Cooperation Administration. For six years prior to assuming this post he had already been active in important planning in this field, while serving as Chairman of the Board of Trustees of the Committee for Economic Development. As head of the Economic Cooperation Administration, he became the first exponent and practitioner on a grand scale of this new philosophy. For the first time in history the victor in a war helped the former enemy as well as allies to recover from the devastating effects of war.

In recent years he has continued to find new areas for his gifts of vision and organization. As President and Trustee of the Ford Foundation he helped in the early development of this institution, through which private resources are made available for the welfare and advancement of mankind.

It must appear to you, as it has to me, natural and indeed inevitable to see Paul Hoffman once again in his

old role, although now the stage is the world at large. As Managing Director of the United Nations Special Fund, he becomes a public servant not of one government only but of 82. In terms of financial resources available to him there is little comparison between the great sums it was his responsibility to manage in his previous positions and those of the Special Fund. However, I am sure we can anticipate that this is only the beginning of something that will grow in size and usefulness under his skilful and resourceful leadership.

We of the Organization of American States recognize the importance of this beginning of the Special Fund, and particularly of all that this great citizen of the United States and of the world brings to his present job.

The Organization of American States is now engaged in significant regional programs and economic and social development through technical cooperation, direct technical assistance, and a supplementary fellowship program of considerable magnitude. As you no doubt know, the organization has taken a fresh new look at the problems of economic development, and the member governments are making a special effort to come to grips with these problems, with a sense of urgency and within a broad framework of basic principles, ideas, and objectives. This new effort was initiated by President Kubitschek of Brazil, when he proposed Operation Pan America. Included are such items as an "intensive and vast" new program of technical assistance, the creation of regional markets, measures for dealing with the price instability of basic products, and the financing of economic and social development. The dominant idea of Operation Pan America is that economic underdevelopment is the basic problem of common interest to all the peoples of the Americas.

We of the Organization of American States have special reasons for welcoming Paul Hoffman into the field of multilateral diplomacy. We are in the same business and will look forward to the opportunity, which I am sure we will have, of cooperating with him.

Eight years ago Mr. Hoffman said: "We have now the opportunity to convert this mid-point of the twentieth century into the great turning point of all time. Only if we heed this opportunity and take hold of it with faith in ourselves can we keep faith with mankind. Only thus can we hope to find, when this decade of decision ends, that we have shaped the beginnings of the first durable peace that men have ever built."

I have quoted the concluding words of his book, *Peace Can Be Won*. I am sure that his acceptance of his new responsibilities is evidence that he is holding fast to the faith of which he spoke.

As a consequence, contributions of nations being helped, in terms of local personnel and local materials, exceeded in value some \$60,000,000; the result was over \$90,000,000 worth of technical assistance as the chain reaction to the \$15,000,000 contribution of the U. S. Government.

The International Bank for Reconstruction and Development (the World Bank) has in the last decade an astounding record of sound investments for developmental purposes throughout the world. Here again, because of its multinational character and its freedom from political or military pressures, it has been able to keep its loans so sound that there have been no defaults. This last year it placed almost three-fourths of a billion dollars' worth of

loans. In its field, the International Monetary Fund has been as effective as the World Bank—I can give it no higher praise. The International Finance Corporation has just started on its function of providing capital for private industry in the underdeveloped countries. It is off to a most auspicious start.

ONLY A ROUGH ESTIMATE can be made of the value of the economic aid being given in the current year by all agencies, public and private. The best estimate is about three billions. It is a large sum but not enough if we wish to advance the rate of development of these countries to the point where they become self-sustaining.

How much additional aid would be needed for an adequate program is difficult to estimate. However, we should not, in my opinion, blink two facts. First, unless we are willing to make an adequate investment in a development program, we had better crawl back in our shell. A small investment may be worse than none, if it merely stimulates consumption and population growth in these countries, without a more than matching increase of productive capacity. We must not be penny-wise and pound-foolish. We have to invest enough to get over the hump if growth is to reach the level at which it becomes self-sustaining. If we do invest enough to enable these countries to reach this point, their need for aid will cease; whereas, if aid is given only in an inadequate dribble, there is no end to the period for which it will be needed. One of the reasons the Marshall program was a success in Europe is because the funds provided were adequate to the task.

The second fact we must not blink is that a program of economic development cannot be carried out in a short period. We must think in terms of a decade rather than one year.

If aid continues at the present rate some \$30,000,000,000 worth would be made available to the underdeveloped countries in the next decade. My guess as to how much additional aid could be effectively used—and I wish to underscore that phrase *effectively used*—is from \$35,000,000,000 to \$45,000,000,000 worth. This averages out at \$40,000,000,000. Of this amount some \$10,000,000,000 can be supplied by the countries themselves. The balance would have to come through private investment, World Bank loans, other types of government loans, and investment by development associations.

Of the \$3,000,000,000 currently being invested in foreign economic aid, the United States has been contributing approximately \$1,500,000,000. Owing to the great mingling of military assistance and economic aid, many people believe that the USA is spending a much larger sum, but the figure I gave is a maximum one. If this rate continues for the next 10 years, the total would, of course, be \$15,000,000,000. The United States share of the additional \$30,000,000,000 in investments needed would be approximately \$15,000,000,000, making a total U. S. investment for the decade of approximately \$30,000,000,000. Only a limited amount of additional aid could be used in the first year or two, but thereafter as industrialization got under way larger amounts would be needed.

In all this discussion about investment and sources of capital, one point should be emphasized again and again. It is not dollars, pounds, or marks that these developing countries require—it is mainly goods, and some services. It is wheat and other agricultural products which are surplus in other countries. It is steel, trucks, machines, tools, electronic instruments, road-building equipment, mining supplies, construction machinery, cement, chemicals, fertilizers, transport equipment, and so forth. And a great many of these items can be manufactured out of unused capacity in the advanced nations, thereby recovering the huge social and financial costs of idle men and idle machines today, and avoiding these costs tomorrow.

A 30 TO 40 BILLION INVESTMENT in foreign aid is a huge sum. For most of it the investors would, of course, receive bonds or some other appropriate evidence of debt. It is not outright spending, nor does it compare in amount with the 450 billion dollars the U. S. is scheduled to put into defense. Nevertheless, because the investment is large and admittedly risky, it should be scrutinized closely. Those of

us who are U. S. citizens have every right to ask ourselves whether it is wise to take on this burden.

We can begin with the fact that we cannot be indifferent to the moral implications in the gap between the living standards of the "have" and "have-not" countries. However, it is not here that I wish to place the emphasis. If I may use an old-fashioned word, it is self-interest that I want to talk about. There are compelling reasons of this nature which dictate U. S. participation in an adequate program of aid.

I started by saying that the most striking phenomenon of our time was the refusal of the world's people to accept their condition as inevitable. This is something we should welcome, but it is not something we can find comfortable. There is not only unrest in the have-not countries—there is explosive unrest. Economic advance is by no means a complete answer, but advance there must be. It will be attempted, if not cooperatively, then violently. It does not need much political acumen to see that the violence will not be confined to the underdeveloped countries. Violence cannot be contained. Should the explosion come, it will be more disastrous to the advanced than to the less developed

What I am saying is that spending on aid is an investment in peace. If the 30 to 40 billion dollars suggested as the U. S. share of the total investment should help move us toward peace to the point where U. S. defense expenditures could be reduced by even 20 percent, it would have paid for itself twice over.

Beyond this lies the direct economic interest of this country in the development of the rest of the world. Poor people are bad customers. As these countries produce more they trade more, and in the process we all gain. Both advanced and underdeveloped countries will benefit by the general opening up of new productive resources.

Let us assume the financing of an adequate program of aid to the underdeveloped countries. What are the chances of the success of this program for the emergence of these countries as strong, independent, and self-sufficient nations? My answer is that some will not succeed in achieving this status but that many will. My optimism is based, and I believe firmly based, on the belief that underdeveloped countries are just that—underdeveloped, not (or only in a few cases) inherently poor. They are underdeveloped because their resources, both physical and human, are not being used to anything approaching their full potentiality.

IT WAS TO ASSIST THE LESS-DEVELOPED nations in finding out just what resources they had to work with and to help train their manpower so that effective use could be made of these resources that the United Nations Special Fund was established by the General Assembly in November 1958. It is a semi-autonomous organization, responsible to a Governing Council elected by the General Assembly, and is supported by voluntary contributions of the member nations. In 1959 the United States agreed to contribute two-thirds of the total amount received from other countries. The amount available for 1959 is currently estimated at \$26,000,000. The outlook for 1960 is much more encouraging. The indications are that something over \$50,000,000 will be subscribed.

The Special Fund is not a lending institution. It provides no investment capital and engages in no field operations. Its function is to help bring into being some of the pre-conditions for successful private and public investment. For the most part it supports relatively large projects which may be expected to lead to early results and have the widest possible impact in accelerating development in the coun-

tries concerned. And it seeks, where possible, to enlist local effort and financial support for the projects undertaken.

The Special Fund now envisages, or is engaged in, financial support for projects of three main types. The first is surveys of natural resources—geological surveys, soil surveys, hydrological surveys, timber surveys, fishery surveys—all intended to disclose wealth that has not previously been used for the benefit of the country. The second is the establishment of research laboratories, for scientific research can disclose greatly expanded uses for local materials. The third is the establishment of training institutes. People everywhere will respond to training, but the required educational facilities have not been available. The Fund cannot help provide basic education, which is a special problem with which UNESCO has been concerned; but it will train people to train people, particularly in vocational, scientific, and administrative skills.

The success of the Fund will not be judged by the number of reports added to the shelves, but by the number of new investments made possible and by the skills learned. The aim is, through the expenditure of a few million dollars, to lure billions—to bring out a vast amount of undisclosed wealth, to make bankable many undertakings which would otherwise remain at most only interesting ideas. And it is to develop the talent and increase the productive capacity of increasing numbers of people.

THERE HAS BEEN NO DEARTH of projects during this first year of Special Fund operations. Against the approximately \$26,000,000 available to the Special Fund in 1959, there have already come 116 requests from governments, calling for a total of more than \$100,000,000 in financing. These projects have not all been evaluated, and undoubtedly some will be declined, but more are coming in every week.

The first thirteen projects approved by the Fund's Governing Council in May, while not a representative pattern, suggest the nature and scope of the operations. The projects, covering periods of three to five years, total \$7,550,000.

	Allocation by Special Fund
Argentina: Electric power survey	\$ 250,000
Costa Rica, Guatemala, Honduras, Nicaragua, El Salvador: Central American Research Institute for Industry (ICAITI)	900,000
Ghana: Survey of Volta River flood plain	305,000
Greece: Pilot project in groundwater development	245,000
Guinea: General development survey	400,000
India: Industrial Instructors' Training Institute	860,000
Israel: Pilot project in watershed management	320,000
Poland: National Center for Training Supervisory Personnel in Industry	700,000
Thailand: Investigation of the silting conditions in the Bangkok Port channel	600,000
Turkey: Middle East Technical University	1,500,000
United Arab Republic: Pilot project for drainage of irrigated land	300,000
United Arab Republic: Soil survey from aerial photographs	265,000
Yugoslavia: Training of vocational instructors	905,000
	\$ 7,550,000

Each of these projects holds exceptional promise. For example, the Volta River survey seeks to determine whether suitable soils and topographic conditions exist for large-scale growing of sugar cane, cereals, and other irrigated crops. If this survey, costing the international community

a few hundred thousand dollars, has favorable results, it will bring into cultivation more than 50,000 acres of flood plain and provide a basis for the establishment of a new industry in Ghana, the cultivation and refining of sugar. It could, in fact, start quite a chain reaction.

Another of these promising projects is the expansion of the Central American Research Institute for Industry. This Institute is the product of cooperative action by five Central American governments—Guatemala, El Salvador, Nicaragua, Honduras, and Costa Rica. Its success to date in helping governments and private enterprises develop new industries and expand existing ones clearly demonstrates that it can contribute more mightily to strengthening the economies of the five countries.

On the training side, a vocational training institute is projected in India, which is expected to train 800 craft instructors each year through courses in fourteen different fields, extending all the way from carpentry and plumbing to mechanics. The instructors so trained will in turn instruct many thousands of trainees. The Special Fund is providing experts to train the instructors, and also necessary equipment.

All of the projects approved by the Special Fund call for substantial contributions by the governments concerned. In the case of the Indian training institute, the Special Fund's contribution is estimated at \$860,000; the Indian Government's will be \$2,140,000. If outside assistance is to be taken seriously in a receiving country and have its fullest effect, that country must bear a heavy share of its cost and of responsibility in operation.

[Editor's note: At its meeting in Washington Sept.-Oct. 1959, the Board of Governors of IBRD voted to establish the International Development Association, the agency to which Mr. Hoffman refers.]

While the Special Fund is the newest agency in the field of economic development there is another new agency under consideration which in my opinion will fill a most pressing need. I refer to the new multinational development association proposed by Senator Monroney. Fortunately, opinion within the United States Government seems to be crystallizing in favor of such a lending agency. A multinational institution has a distinct advantage over a national institution because neither political nor military considerations need influence its lending policies. Furthermore, this new development association could, and should, work in the closest relationship with the World Bank. If brought into being it could help supply those additional funds so needed by the developing nations.

I hope you won't let these details about the Special Fund or the need for a new lending agency make you forget the goal all of us in this development field are seeking—a fuller and happier life and a better living for the billion six hundred million people in the underdeveloped countries. Don't let us forget how urgent it is that we make progress toward that goal, and fast. What the world needs in the next decade is a breakthrough from poverty to a better life for the peoples of many nations.

I started by speculating on what a historian might say in the year 3000. I conclude with the hope that his predecessor writing in the year 2000 will be able to record that the Twentieth Century's most significant revolt—the revolt against hunger and poverty—has been spectacularly successful.

OBJECTIVES OF INTERNATIONAL ECONOMIC ASSISTANCE

B. K. NEHRU

Commissioner General for Economic Affairs, India

A shotgun is not effective for elephants, or an elephant gun for wild duck. Here an economic statesman questions the use of identical methods to meet radically different situations in different countries, arguing that greater discrimination would assure more certain results and a quicker end to the need for aid. The article is a somewhat modified form of the speech—which attracted wide attention—at the first Conference of SID.

IT IS NOT OFTEN that a representative of a government gets the opportunity of being able to speak as a professional to fellow professionals without being hemmed in by considerations of governmental attitudes or fears of intergovernmental complications. And yet, it is only natural that those of us who are actively associated with the day-to-day problems of international development should wish to compare notes among ourselves. It is not possible to work for long in any field of human endeavor without developing some thoughts and ideas as to how existing institutions, practices and approaches could be improved. And I take it that it is precisely for providing a forum for exchanging such ideas that the *Society for International Development* has been established. I therefore particularly welcome this opportunity of placing before you a few thoughts and ideas on foreign economic assistance, shedding for the moment my diplomatic and representative capacity and talking professionally in plain, simple and nondiplomatic language.

One of the most remarkable developments in recent

times is the growth of an international approach to the problem of poverty and want in the world at large. All too often we tend to forget that even at a national level it is only during the last 50 years or so that governments have explicitly accepted it as their duty to abolish poverty within the limits of their jurisdictions. It is only since the beginning of the present century that the major preoccupation of national states has been increasingly the material welfare of all their citizens. Policies have been followed leading to the deliberate transference of wealth from the richer sections of the population to the poorer and from the richer areas to the poorer, and to the deliberate development of depressed areas in preference to developed areas.

It is not surprising, therefore, that it is only since the end of the Second World War that the same reasoning which led to the welfare activities of nation states has been recognized as equally valid on the international plane. The realization that the world owes to its citizens freedom from want, that prosperity like peace is indivisible, and that only by the deliberate cooperation and assistance of the richer nations can others less fortunate succeed in guaranteeing quickly to their citizens a decent level of living, is exceedingly new. And yet, it is quite amazing how quickly the conscience of humanity has been struck by the anomaly of extreme, grinding, and miserable poverty in the midst of luxurious plenty and how in this very short period foreign aid programs of various kinds have developed with the object of ameliorating and curing this condition.

I should like at this point, if I may, to pay a genuine tribute to the part that the USA has played in the awakening of the human conscience in this regard. The fact that U.S. assistance to foreign countries has far outdistanced similar assistance given by other countries can perhaps be explained in part by the comparative prosperity of this country. But the tribute I should like to pay is to the attitudes which motivate American action in this field; for nowhere as I wander around the earth do I find the intense interest and generous and selfless dedication to this cause that I find in this country.

AS I HAVE SAID, the conception that the richer parts of the world should help the poorer in order to enable them to develop their economies is a very new one; and what I would wish to suggest is that the time has now come to formulate clearly the objectives of foreign economic assistance and to define the manner in which these objectives can be most quickly achieved. These are questions to which, not at all surprisingly, enough thought has not been given. Foreign economic assistance is administered at present through a number of agencies, both national and international, and it takes time before even a single institution acquires a clear perception of its own rationale.

There has been the general feeling that there are vast areas where human misery is so great that it requires immediate amelioration; there has also been the feeling that the resources which the richer societies are willing to spare for this task are so small that the task cannot be adequately performed. When demand outruns the supply and there is no market mechanism to bring the two into equilibrium, the rational method of allocating supply is through a system of priorities. Foreign aid has been given to almost every country in the world for a variety of complicated reasons, and it is never clear why one country has received more and another less except that the pull of a number of conflicting forces at the centers from which foreign aid emanates has at a particular moment resulted in that particular resultant. I would submit that it is high time to



It is really a good omen for the *Society for International Development* to start its existence having on its Executive Committee and in this gathering so many distinguished exponents of the theory of economic development and so many active workers from governmental and private institutions devoted to the problem of development of less developed countries.

I take special pleasure in introducing the Indian Commissioner General to this meeting, for his country is engaged in an extraordinary effort to develop all its resources in order to meet the challenging demands of its rapidly growing population. The first and the second five-year plans of the Government of India constitute a courageous and ambitious blueprint for the mobilization of a considerable amount of resources, both physical and human, to carry out the task they have assigned to themselves. We have in Brazil some large and difficult problems proportionate to the continental dimensions of our country and to a rapidly increasing population which is growing at the rate of 2.4 per cent a year. We can, therefore, understand in all its complexity and gravity the problem India is facing with determination and a true sense of its urgency.

India is fortunate to be able to bring to that task a

work out a rationale for these aid programs, to be clear about what we want to achieve with them and to decide in the light of these objectives what is the best possible use for the limited funds that may be available for the purpose.

THE QUESTION I have just raised would, of course, be answered most rapidly by those who believe that economic development should be left entirely as the responsibility of private capital and enterprise. It is an article of faith in some quarters in the United States as in other countries that the creation of wealth is the function of private enterprise, and it follows from this belief that resources should flow from the richer to the poorer countries in such amount and direction as are dictated by considerations of private profit alone.

I have no doubt in my mind that private enterprise has an important role to play in the development of less developed regions and that it is the duty of countries wanting capital from abroad to get as much of it as they possibly can from the stocks of capital available in private hands. But I think it is equally obvious that the needs of underdeveloped countries cannot be met by private capital alone. What is wanted in these countries at this moment is the development of the infrastructure of economic growth, the development of roads and railways and power, of irrigation and agriculture, in none of which fields does present-day private foreign enterprise have any interest.

Furthermore, the conditions in which private foreign enterprise is willing to work are not generally available in the underdeveloped world. Neither absolute security nor large profits nor their transferability can generally be assured by underdeveloped countries. If they could, these countries would hardly be underdeveloped and the whole problem would not exist.

THE CAREER OF B. K. NEHRU

DR. CLEANTHO DE PAIVA LEITE

Director, National Bank of Economic Development, Brazil

number of capable and devoted civil servants, who are endowed with the training, the experience, and the high moral qualities required for an endeavor of that magnitude. B. K. Nehru is a member of this brilliant, selfless, and capable group. He is now the Commissioner General for Economic Affairs of the Government of India with the rank of Ambassador—a new post specially created to carry out financial negotiations with the United States and other countries arising from India's economic development programs. He is also concurrently an Executive Director of the International Bank. Prior to his appointment as Commissioner General, he was Secretary for Economic Affairs of the Ministry of Finance of the Republic of India and prior to that Economic Minister at the Embassy of India in Washington and Executive Director at the International Bank for Reconstruction and Development. The latter two posts were held simultaneously from 1949 to 1954.

Previously he had been in a variety of posts in the Ministry of Finance and was Undersecretary in India's Department of Education, Health and Lands (1939) and Assistant Commissioner of the Punjab (1934-1939).

He has represented India at the Repatriation Conference in Paris (1945), at most of the Commonwealth Finance Ministers' Conferences and at the U. N. General Assemblies from 1949 to 1952. He was born at Allahabad, India, in September 1908 and educated in Allahabad and at Oxford.

For the same reason, I think, it is equally clear that we cannot rely on normal concepts of creditworthiness for defining the priorities to be observed in foreign aid programs. The concept of bankable projects and the mobilization of capital for financing such projects through international and national institutions have played a valuable part in promoting the development of less developed countries in recent years. But the existence of a number of programs for assistance on a government-to-government level and the search for institutions to make "soft" loans are, I think, reminders enough of the fact that the problem of priorities to which I have referred cannot be solved in terms of some precise calculations of creditworthiness of different countries even if such calculations were possible.

DOES THIS MEAN THEN that in the administration of foreign aid programs we should deviate completely from the criterion of economic ability or ability to make profitable use of aid and rely solely on the measurement of the needs of the developing countries?

Many of you will recall that some years ago the United Nations established an expert committee to make recommendations for the special UN Fund for Economic Development and that the committee approached their task in terms of the needs of the underdeveloped countries as a whole. The committee argued that given the savings potential of underdeveloped countries and the need of these countries to develop at a certain rate, the transfer of resources from the richer to the poorer countries must proceed at a certain pace. The figure of the capital required was so shockingly high that it became the fashion in polite society not even to mention it for fear that those who were willing to help in the task of economic development might be frightened away by its enormity.

I do not presume to question the figures which these

eminent experts put into their reports; but it is clear that their approach begs the whole question of priorities in that it fails to take into account the real limits on the funds which the richer countries are willing or able to put at the disposal of the poorer countries.

What is even more important, the approach of the UN experts misses the fundamental point that even if the richer countries were willing to spare the sums they had in mind, it would be wholly impossible for the underdeveloped world today to absorb in productive enterprise even a fraction of that money.

The term "underdeveloped country," it has to be recognized, is a wide generic term covering a vast variety of different conditions each of which requires separate treatment. The limitations to economic growth differ from country to country and area to area, and it is by no means always shortage of capital which restricts economic growth. Before capital can be usefully employed, there has to be a certain political stability, the presence of a stable and reasonably efficient administration, managerial and technical know-how, and organizational capacity, and it is only when these factors are available that capital can usefully be invested in any area.

As one looks around the underdeveloped world, one finds that in large parts of it the basic factors requisite for rapid economic growth unfortunately do not exist, and therefore the first thing that the outside world can do is to help in their creation. It is only after these conditions have emerged or at least have begun to emerge that injections of outside capital can be of use.

THIS REALIZATION was, of course, the basis for the establishment of technical assistance programs. But the tendency to equate one underdeveloped country with another has caused it often to be assumed that the provision of technical assistance, perhaps with a certain moderate degree of capital assistance, is the right recipe for all underdeveloped countries. The basic point I wish to place before you is that the failure to take into account the different needs of countries at different stages of development is the root cause of a great deal of irrationality in foreign aid programs and that the recognition of the divergent needs of different countries contains the key to the solution of the problem of priorities about which I spoke a moment ago.

Once it is recognized that each underdeveloped country has problems of its own which are not wholly duplicated anywhere else, it would follow that foreign aid programs should be tailor-made and not mass produced, that certain countries should get, because they need it, very much more technical assistance than others and that others, because they can use it, should get very much more capital.

I should imagine that if it were a prerequisite of capital assistance that the conditions precedent for its productive use had already been established and also that the country concerned had taken all possible measures to mobilize its own capital resources, there would be few countries in the world today that could usefully absorb large sums of foreign capital while there would be some whose legitimate demands would be very substantial indeed. The distribution of technical and capital assistance in relation to the absorptive capacity of the countries concerned would at once direct aid where it could produce the best results without neglecting the claims of any region and without involving any waste of resources.

AT PRESENT, BOTH CAPITAL assistance and technical assistance, particularly the former, are spread so thinly over so wide a field that their effects though not negligible tend

to get lost in the vast desert of need. One cannot today foresee the end of any foreign-aid program; while an indefinite continuation of aid is both unpleasant to the donor and harmful to the recipient. We must guard against the creation of a class of perpetual pensioners and, above all, prevent the growth of a mentality which looks forever to the outside world for help.

It seems to me that the objective of any foreign-aid program should be to enable the economy which is receiving the aid to become self-supporting and to make its further growth self-generating in the shortest practicable time. Once the point has been reached at which the economy can by its own efforts develop itself, foreign capital assistance should stop and be diverted to economies where conditions may be ready for this stage of economic development.

What I urge, in short, is that instead of distributing the resources that are available for this purpose on an arbitrary *ad hoc* unplanned basis, or even on the basis of the existence or nonexistence of projects, the whole of the foreign assistance programs should be so arranged as to enable economy after economy to be brought to what my friend Professor Rostow calls the point of takeoff into self-sustained growth. This would mean a change in the system of allocation of foreign-aid funds, for it would involve massive capital assistance to some countries for a comparatively short period of time, with the possibility of ending that assistance very much in sight.

I SHOULD PERHAPS ALSO make it quite clear at this stage that in emphasizing the need for a more rational use of the available funds for international economic assistance, I do not wish to minimize the paramount importance of increasing the overall flow of these funds. My contention is only that, while the underdeveloped world as a whole can certainly absorb productively far more sums than are available at present, the most decisive push forward in the development of the less developed countries can be given by an allocation of the available funds on the lines I have indicated.

If I may refer here to yet another result of lumping all underdeveloped countries together, it seems to me that it produces an altogether undesirable degree of rigidity in the laws governing foreign aid and in its administration. Once you begin to treat all underdeveloped countries as being made in the same image, it is only natural to apply the same uniform laws and administrative practices to all of them. But this raises, particularly with those countries which have well-established forms of government, wholly unnecessary administrative and even political problems and takes away in a measure from the good will that programs of foreign aid should generate.

It would be of very great advantage all around if the administration of foreign aid could be made flexible enough to suit the varied conditions in which these programs operate, instead of everybody having to conform to regulations which are necessarily conceived to fit the least desirable conditions.

The approach to foreign-aid programs that I have just outlined is essentially the same as was embodied in the Marshall Plan for European recovery. The diversion of massive American assistance to Europe during 1948-52 was justified, not in terms of the urgency of Europe's needs relative to the needs of other regions, but in view of the quick results expected therefrom in Europe and the possibility of Europe's being able to dispense with further aid in a comparatively short period. I think it is no exagger-

ation to say that the prestige and growing acceptance of foreign-aid programs in recent years owes not a little to the impressive demonstration given by the Marshall Plan of what such programs can actually do.

Foreign-aid programs designed primarily to launch an increasing number of countries on to the orbit of self-sustained growth have also the added advantage that they make it possible for more and more countries to contribute toward the development of less developed countries so that the progress of the latter becomes cumulatively more rapid. The European countries assisted by the Marshall Plan are already playing a significant role in providing developmental resources to the rest of the world, and it should, I think, be the responsibility of all countries that have succeeded in achieving a satisfactory rate of growth to set apart some of their own resources for furthering the progress of others.

Indeed, even those underdeveloped countries which are at a somewhat higher stage of development by virtue of their political stability or administrative and organizational ability are in an excellent position to render technical assistance to those at a different stage of development for want of those facilities. This has been the most promising aspect of the Colombo Plan, which has shown how wide-

spread the scope is for exchange of technical—and even capital—assistance among the underdeveloped countries themselves.

The advocacy of a more pinpointed program for foreign aid should not, therefore, be construed as hampering the growth of any particular group of countries. It is intended only to avoid the misdirection and even waste of scarce resources that result from the failure to distinguish between the different needs of countries at different stages of development so that the economic progress of the underdeveloped world as a whole is as rapid as it possibly can be over a period of time.

If in placing before you some of the questions that have often crossed my mind in regard to foreign economic assistance I have appeared critical of some of the present practices, it is not out of lack of recognition of the real and remarkable achievement of these programs in recent years. It is out of a desire to express some of my doubts and misgivings for your expert scrutiny in the hope that it might help in putting foreign economic assistance on an even more rational and fruitful basis in future. Then the developed as well as the less developed countries can get even greater returns from their cooperative efforts to eliminate poverty and want from this world.

FORUM

PLAIN TALK IN 5 PANELS

At the first Conference of SID, five groups of professional workers discussed important and controversial aspects of international development. Here is the gist of their talk. All participants were encouraged to speak frankly in the belief that mutual understanding is essential to mutual respect. No attempt has been made to editorialize the panel summaries into uniformity of treatment or length.

1 CAUSES OF SUCCESS AND FAILURE IN TECHNICAL ASSISTANCE PROJECTS

Moderator:

DR. RALPH W. PHILLIPS, Director of International Organization Affairs, Foreign Agricultural Service, U.S. Department of Agriculture

Rapporteur:

DR. ROY C. DAWSON, Agricultural Officer, North American Regional Office, Food and Agriculture Organization of the United Nations

Members of the Panel:

PHILIP M. GLICK, Dorfman and Glick, Attorneys at Law

DR. SAMUEL P. HAYES, JR., Director, The Foundation for Research on Human Behavior

CANNON C. HEARNE, Director, Foreign Training Division, Foreign Agricultural Service, U.S. Department of Agriculture

E. N. HOLMGREEN, Director, Office of Food and Agriculture, International Cooperation Administration

DR. FRED F. LININGER, Consultant, State College, Pennsylvania

PROF. JAMES G. MADDOX, Department of Agricultural Economics, School of Agriculture, North Carolina State College

DR. J. U. MOWLL, Chief, Marketing Research, Nuclear Division, Glenn L. Martin Co.

DR. EDWARD W. WEIDNER, Director, Institute of Research on Overseas Programs, Michigan State University

Background

During the period since the end of World War II there have been two remarkable developments, separate but closely related.

In the underdeveloped countries there has been a great upsurge in the desire to improve standards of living; a reaching out for something better than the conditions of poverty, inadequate diets, poor housing, disease, lack of opportunity for progress that have dominated large groups of the world's people for centuries.

In the developed countries there has come a much clearer realization of the size and nature of the gap between the "have" and the "have-not" peoples, together with a realization of the need for doing something about it, in the interests of both the underdeveloped countries and also of the developed countries themselves.

No previous decades or centuries have witnessed technical assistance efforts of anything like the size and scope of those that have taken place on a bilateral and a multilateral basis during the last ten to fifteen years. The idea of technical assistance from one group of people to another, or from one country to another, is not new to the present decade or the present century. But the scope and scale and the mass motivation on the part of both recipients and donors are new. Such a massive effort has, quite naturally, yielded varying degrees of success in individual projects, as well as some failures.

The round-table discussion was aimed at clarification

of (a) the problems of measuring or evaluating the results of technical assistance efforts; (b) basic reasons for success and failure that have emerged from experience; (c) the special problems that are encountered in different areas and in different types of programs—U.S. bilateral, multilateral, inter-institutional, and the programs of religious agencies and of industry; and (d) some aspects of training activities.

Many kinds of measures or yardsticks might be applied in the measuring of progress. Yet few yardsticks have been developed, and when one deals with diverse human and economic factors, the development of precise yardsticks, and their application, are not easy tasks.

Measuring Success and Failure in Technical Assistance Projects

THERE ARE TWO BASIC APPROACHES to evaluation of projects: evaluation when a project is well advanced or completed, and evaluation on the basis of predetermined bench marks and in specific terms that permit measurement of progress.

The first of these is the approach most commonly used, for at least three reasons. There is usually pressure to get on with a project, once the decision is taken to begin, so there is not time for surveys and studies to establish bench marks. Often, precise methods of measurement are lacking. Usually, the situation is one in which improvement can be brought about with techniques that have been proven elsewhere, so the need for precise measurement of progress is overlooked or is deemed by the operators of the project to be of secondary importance.

The second approach envisions careful study of the situation, either before a project is started or early in its course, so that it will be possible, at the end or at some advanced stage, to measure (a) the results against the situation at the time the project was started, and (b) the actual achievements against the desired results.

Both approaches require the setting forth of objectives for the project. If measurement of progress toward one of these objectives is desired, the objective obviously must be stated in terms that permit such measurement. In the second approach, this will also enable the evaluator to make before-and-after or change-during-progress appraisals or both.

When setting up bench marks before a project begins, or early in its development, and in deciding upon the measures to be used to evaluate progress, it is necessary to keep in mind:

The long range objectives of the project.

The side effects that may be anticipated.

The areas that will be affected, either directly or indirectly.

The time period that will be involved, or the rate of change that is anticipated.

The cost of bringing about change, i.e., the input and output ratio, or the overall efficiency of the project when it is put into operation.

It is important that all groups concerned with a project should participate in its evaluation. For example, if the process of evaluation is carried out by representatives of headquarters, or by outsiders brought in for the purpose by headquarters, it is apt to be regarded by those directly involved in the project as an inquisition. In these circumstances, full and objective evaluation becomes difficult or sometimes impossible. Evaluation should come from within the project, not from without. It should be an integral part of the project activity.

In the process of setting bench marks and in carrying out evaluations, data from various sources may be used. These include data that have been or are already being collected to meet other needs; arranging for existing data-collecting organizations to collect additional data to serve the evaluators' special needs; collecting data, in a separate operation, based on observations that lend themselves to systemization for analysis; and obtaining information from local people through skilled-interviewing techniques.

In line with the general objective of technical assistance, which is helping people to help themselves, the measurement procedures should be aimed at measuring changes in people—changes in literacy, technical skills, levels of information, attitudes, degree of dissatisfaction with things as they are, and levels of desire for improvement; measuring changes in social relationships and institutions, including increases in intercommunication between individuals and groups, increases in economic opportunity, greater availability of credit, etc.; and measuring changes in the accumulation and use of capital.

Some Causes of Success and Failure

THE DISCUSSION BROUGHT OUT a number of reasons for success or failure, which, as a result of experience in many countries, seem to apply rather generally to technical assistance operations:

The adequacy of planning by the host government or the technical assistance agency or both.

The establishment of, or the failure to establish suitable priorities.

The adequacy of the administrative organization in both headquarters and field offices, including the degree of delegation of authority to field personnel, and the use of post-audit procedures, instead of extensive vertical and horizontal clearances, to facilitate operations.

The level of competence and of cultural understanding in the personnel selected to do the work.

Right or wrong choice of instruments for technical cooperation.

The adequacy of public administration in the recipient countries, including the competence of national personnel.

The adequacy of financing, including availability of funds for capital investment. In this connection, it was noted that too much capital can also be a cause of failure.

The degree of understanding by the governments and the people of clearly defined goals and purposes. This includes both the donor and the recipient countries concerned.

Another factor, to which all the other reasons trace back to some extent, is that most of the bilateral and multilateral programs began with much narrower frames of reference than are required for the tasks they are now trying to carry out. In their beginnings, the tendency was for these programs to provide assistance in isolated areas rather than within a larger planned framework of economic development.

Although there was general agreement on the basic causes, it was recognized that the precise determination of success or of failure is difficult. There is an element of failure in many successful projects and an element of success in many that are conceded to be failures. Projects that appear to be short-term failures may prove to be long-term successes. Conversely, projects that appear to be successful in their early stages may prove to be long-term failures. Thus, the scale between reasonably complete success and nearly total failure is a long one, and precise rating of any project on the scale is difficult.

Discussion of the problems encountered in various kinds of technical assistance programs brought out some interesting points.

United States Bilateral Programs

LARGE INTER-COUNTRY PROGRAMS of technical assistance are new, having developed in the last two decades. These include the United States bilateral efforts, which constitute perhaps the largest single portion of the total technical assistance activities being carried out in the world. Thus, the United States and the people concerned with programs and projects have had to gain experience and to learn as they gained it. In the process it is only natural that some mistakes have been made. As the same time, the recipient countries have had to learn how to use the assistance, and in the process they too have made some mistakes. The process of learning is not yet complete on either side.

Some of the problems that have been encountered, and that to some degree yet remain to be solved, are reflected in the following questions:

How is it possible to achieve a situation in which projects are undertaken only on the basis of carefully thought-out plans?

How can provision be made for adequate balance in each program, so that there is full provision for the building up or further development of training institutions to meet the need for trained personnel who can carry projects forward after foreign advisers depart?

How can we avoid too much haste? How can we avoid the assumption that the newly developing country should be able to progress as fast as one that has already made substantial progress and developed momentum?

How do we so plan and operate projects that we show people *how* to do things rather than do things *for* them?

How do we avoid spreading programs too thin—undertaking too many projects—so that their level of effectiveness is low compared with that of fewer projects more adequately supported?

How do we avoid placing unduly heavy strains on the economies of the recipient countries? Every new project requires that a recipient country provide resources of some kind—land, equipment, buildings, personnel; how is it possible to assess the capacity of a country to absorb new developments and keep new projects within proper limits?

How do we avoid promising too much or implying that progress can be achieved at a rate faster than is practicable? How do we help to develop understanding of the essential steps in economic development?

How do we, jointly with recipient countries, "phase out" projects in the most efficient manner? This means in particular turning each project over to the recipient country at the earliest possible time, and certainly just as soon as the country is in position to accept the responsibility.

Both the United States and the countries receiving aid encounter certain psychological difficulties, particularly in relation to the problem of haste. Modernization has proceeded at a very rapid rate in the United States. As Americans go to other countries on advisory assignments, they often become impatient because developments do not go forward at the same rapid rate.

On the other hand, leaders in underdeveloped countries are sometimes overoptimistic, even unrealistic, in their anticipation of quick results. They see the state of development in the United States and other countries where industrial and scientific activities are well advanced. They fail to realize that this same state cannot be achieved quickly in an underdeveloped country. Scientists, skilled workmen, managers, teachers, and instructors must be trained in large numbers. It may be necessary to revise elementary and secondary education in order to have an adequate basis for training at higher levels. Capital must be accumulated and put to work. Workers must be trained to do new tasks. Farmers must learn new techniques. Marketing systems must be changed. Adequate transportation and storage systems must be built. Such things cannot be done overnight. So ambitions for a better life in an

underdeveloped country must be combined with careful planning and hard work.

Multilateral Programs

A CONSIDERABLE NUMBER of international intergovernmental organizations are carrying out programs of technical assistance to help their respective member governments. These include FAO, IAEA, ILO, UNESCO, UN, WHO, WMO, the Inter-American Institute of Agricultural Sciences, the Colombo Plan, and others.

The international organization, as an instrument of its member governments, has relatively little control over the selection and nature of the projects to which it allocates assistance. If the recipient government fails to carry out its share of the agreement under which assistance is rendered, the international organization has no "big stick" to wave in order to force the government to fulfill its obligations.

The adviser sent by the international organization may be highly competent and may clearly see the steps that must be taken to achieve progress. Government officials immediately responsible for the project may agree fully with the adviser. But administrative roadblocks, failure to provide needed equipment, inertia, and other factors may delay or completely prevent progress.

Another problem is the short-term basis upon which arrangements for multilateral assistance can be made. Most such programs are budgeted on a one-year basis. It may be anticipated that an adviser may be needed for two or more years, but it is seldom possible to make a commitment for more than one year. Often, if work is to move forward effectively to a point where the foreign adviser is no longer needed, it should be planned for on the basis of several years. In many instances, it is the adviser who can stay for three, four, five, or even more years, gain the confidence of his associates in the recipient country, learn the problems of the country fully and train men to carry the work forward, who makes a real contribution to economic development.

Regional projects have become one of the important devices through which international organizations assist their member countries. Such projects have several advantages. It is possible to utilize limited international personnel and finance for the benefit of a considerable number of countries at one time. Facilities for training that are available in one country can be utilized for the benefit of neighboring countries that do not have such facilities. When trainees and advanced workers from various countries come together, they exchange ideas and information to their mutual advantage.

On the other hand, countries have not given wholehearted support to regional projects because they use funds that might otherwise be devoted to national projects. Thus countries fail to get the greatest benefit out of the international funds available when they do not take advantage of effective regional approaches to training, vaccine production, research on problems of common concern, etc.

International agencies have little control over their own programming procedures. These procedures are so set up that they create competition among agencies and between national and regional projects. Thus procedures that are supposed to achieve coordination result in decreased effectiveness of the general program owing to the undesirable effects of this competition.

Another problem associated with both regional and national projects is that of achieving adequate cooperation among the multilateral programs operated by international agencies and those operated on a bilateral basis. Competi-

tion between agencies, failure to ensure that programs supplement rather than conflict with each other, personal "kingdom building" by officials of any technical assistance agency are all unfavorable factors that should be corrected.

Still another factor is the problem of finding adequate numbers of persons competent to carry out technical assistance assignments. The international agency has the advantage of being able to draw from many countries. At the same time, personnel of the proper caliber are scarce in many fields. This is reflected in the jesting definition that originated in Ceylon, "An expert is one who comes out to find out and gets out before he is found out." This interpretation reflects at least two other factors—the short-term basis on which many experts are sent, and the failure of governments to follow the recommendations of the experts sent to advise them.

Inter-Institutional Programs

VARIOUS KINDS OF RELATIONSHIPS have developed between educational institutions in the United States and in other countries. These range from the more or less spontaneous relationships that develop when numbers of students from a foreign university come to a particular United States university for special training, to the situation where, under an ICA contract, an American institution undertakes to build a particular field of work in a foreign university, or even to help build an entire college or university. In between, there are many degrees of relationship, with wide variations in the formality of the arrangements and in the degree of American financial support from private sources, foundations or the government.

In such programs, one of the major problems is the failure of all parties concerned to understand and agree upon common objectives. The host country or institution may in fact be interested only in filling vacancies on the staff, or in providing opportunities, through exchange arrangements, for its faculty members to travel overseas. There may be no desire to bring about change, either in the basic structure or in the methods and objectives that guide an institution's work. If the group that is providing advice or assistance feels that its task is to bring American methods and objectives to the institution, to establish training according to an American university or land-grant college system, serious misunderstandings may result.

In the evaluation of success or failure, the time dimension is generally of much greater importance in inter-institutional projects than in many other types. If the purpose is to bring about change in such things as the basic objectives of the training, the methods of imparting training, and the organizational structure of the institution, a good deal of time is required. A short-term failure may be a long-term success, and vice versa.

An integral part of this problem of evaluating success or failure, or determining the purpose of the technical assistance in the first place, is the role of the university in the United States as compared with the role, in its own environment, of the university receiving assistance. Some of the problems arise from the considerable differences that often exist in these roles and some of the failures and disappointments from the fact that these different roles are not understood.

It is highly important, then, to reach agreement on long-range objectives before a project is started. At the same time, there must be latitude for considerable flexibility within the broad plan, since it is seldom possible to achieve complete agreement on all objectives in advance, and cir-

cumstances frequently dictate the need for change as work progresses. But if changes do occur in objectives during a project, it is desirable to have that recorded too, so there is no danger of misunderstanding.

One objective of inter-institutional programs is the providing of an educational base for economic and social development in the host country. Advisers are usually technical people who do not have broad understanding of all that is involved in economic and social development. Another object on the part of the American institution is to support the United States policy of developing and maintaining friendly relations overseas, including the development of an appreciation of United States modes of thought and order. Programs have been only moderately successful from these standpoints.

The degree of success has been higher in relation to another objective, that of developing affiliations between two institutions. Also, from the standpoint of developing institutions that could give effective training in specific fields, the programs have been reasonably successful. In that connection, there is of course the basic problem of just what constitutes good training—the vocational approach, the broad general-education approach, or some combination of the two.

In educational programs, as in other technical assistance activities, there is need for workers who can understand the people of the recipient countries and the reasons for the conditions in which they live. Thus, empathy is an important factor in determining success or failure. Although it is important for the foreign adviser to understand the people with whom he works, and the conditions under which they live, it is not necessary for him to adapt himself to the mode of life and thought of the country. If his mode of thinking and his sympathies become very closely allied with those he advises, he can hardly be an objective adviser.

Programs Sponsored by Religious Agencies

MORE THAN 300 CHURCH and other religious agencies in the United States send missionaries or other types of representatives abroad. The total number of such representatives is currently estimated to be between ten and fifteen thousand. In the Latin American countries, there were about 5,300 representatives of 175 groups or agencies in 1953. The number may be larger now. Activities of religious groups in Latin America had been studied rather intensively, and therefore provided the basis for much of the discussion of this topic.

Activities undertaken by religious groups fall into three main categories:

Organizing, administering and teaching school, mostly at the primary level. About 1,300 to 1,400 such schools existed in Latin America in 1953; about 1,000 of these were primary schools, located mostly in industrial and rural areas. There were a few outstanding secondary and high schools around the larger cities, serving upper-class and foreign students.

Providing curative medicine through hospitals and clinics. There are a few excellent hospitals in the larger cities, serving upper-class and foreign groups. There are many small clinics in poor city areas, and some in rural areas.

Providing agricultural training, usually on large farms where there is some elementary experimental and demonstration work. These farms are often associated with vocational schools, rural missions, or hospitals.

In addition to these three main types of activity, there are others such as the Young Men's Christian Association, the Young Women's Christian Association, and settlement houses.

Much of the effort, probably about 60 per cent, is devoted to religious activities. Thus, in Latin America, about 40 per cent of the time of 5,300 people was being devoted in 1953 to activities that could be classified as technical assistance—the equivalent of about 2,100 people on a full time basis, or three to four times as many as ICA has serving in the Latin American region.

General objectives of the activities of the religious agencies overseas, apart from those that are strictly religious, are raising the level of living and encouraging people to develop democratic forms and procedures in their societies. The minimum conditions for the achievement of the objectives of improving levels of living are an increase in technical and administrative knowledge; increased capital, including durable goods, some of which may come from abroad but most of which must come from within; and an increase in the willingness of people, both as private citizens and as government officials, to take risks, to risk doing something differently in the interest of improving themselves or their country financially or in other ways.

The main contribution of the religious agencies has been toward the first of these conditions. Most of it, however, has been at the level of primary education, and not much of the information imparted has been at the higher technical and administrative levels. On the second point, the religious agencies have had little effect. The same is true of the third condition, except to the extent that the technical and administrative knowledge imparted has had an indirect effect.

Perhaps the largest problem facing the religious agencies is the change in the conditions under which they work in recipient countries. At one time these agencies were leaders in the educational field. Now governments have taken over the leadership. A similar trend is taking place in the field of curative medicine, although it has not progressed as far in most Latin American countries. Thus, the religious agencies are faced with the need for careful study and re-evaluation of their activities, and perhaps with the need to develop some new approaches.

Activities of Industry

OVER 3,000 U.S. FIRMS HAVE BRANCHES and subdivisions overseas. This is a vast, heterogeneous, and nearly indefinable group of companies, the members of which have only one clearly unifying trait—the profit motive. Their activities cannot be classified as technical assistance, in the usual sense. They do, however, provide capital (American business has approximately \$32 billion invested overseas), training in both the technical and the managerial fields, and other benefits that contribute substantially to economic development in the countries in which they operate.

The firm that invests overseas seeks an environment that permits flexibility to meet changing conditions in its market. It fears runaway inflation and is naturally suspicious of any technical assistance activity that may encourage inflation. The businessman's real objection to socialism and communism is that they have built-in controls that reduce flexibility. He is interested in and supports overseas programs that are aimed at economic development, security, and political freedom and stability. Many businessmen and firms display humanitarian impulses. They are becoming increasingly aware of the problems in underdeveloped areas, and many firms have programs aimed at improving the living conditions of their local employees in other countries.

Quite apart from any humanitarian impulses that business firms may display, it is true that they often work in closer contact with people of other countries than do the local and foreign officials who handle government aid programs. In the normal course of establishing and managing a business, firms that operate overseas do a great deal of on-the-job training at both technical and managerial levels, and many firms are taking active steps to develop local employees to the point where they can take over managerial responsibilities. As a side effect of these training activities, some local employees start their own businesses. Thus, the firms make contributions to the development of entrepreneurship.

Business firms have one advantage over leaders of government-sponsored programs. They do not have to concern themselves with national objectives or with diplomatic approaches; they must be tactful, but they can be direct. The business executive likes a democratic environment in which to operate. At the same time, he tends to be an autocrat within his own firm; he establishes the policy line and his employees must follow it. However, good will towards the United States within the country where a firm operates is part of that firm's capital.

Thus, although United States business firms do not regard their overseas activities as technical assistance, they do make substantial contributions to economic development in other countries where they operate. Also, they have an interest in the establishment or continuation of stable, democratic governments in the countries where they have investments, and in the maintenance of good relationships between those governments and the government of the United States.

The interest of industrial groups in overseas development is reflected in a proposal made by Harvey Williams, President of Philco International Corporation. In an address on America's need for a coordinated foreign policy and program, given before the Mississippi Valley World Trade Conference at New Orleans in January 1959, Williams proposed that an Overseas Development and Investment Board be established to provide coordination of activities of various interested groups and agencies. Such a group would be composed of individuals, from outside the government, who had international experience and vision. They might examine needs and requirement of various areas, appraise the availability of human and material resources from both private and public sources, and propose programs designed to begin to meet the expectancies and aspirations of the peoples of underdeveloped areas. Williams proposed that, if a board were established, it should have competence to deal with agriculture, labor, technology, management, private industry, and government.

Training Activities

TRAINING IS AN INTEGRAL part of most technical assistance programs, whether it takes the form of a training center, a fellowship or scholarship, specifically planned in-service training, or training imparted incidental to the carrying out of other technical activities. The discussion centered on the problems of training nationals of other countries in the United States. There are thousands of these trainees in the United States every year. Other aspects of training were considered in another round table (B).

Among the problems encountered, perhaps the most important is that of harmonizing the objectives of the United States institution, the trainee, and the government or institution from which the trainee comes. If a training operation

is to be successful, there must be common knowledge of specific objectives; all three must have the same understanding of the meaning of these objectives.

Another problem is the present lack of an adequate process for determining what each trainee knows when he arrives—at what level his training should begin.

Still another problem that arises rather frequently is a change in duration of the training period. A trainee may come for a few months and stay for a year; or he may come for a year and remain for two or three. Thus, it is not possible to plan from the beginning for the most effective training program.

There are other problems and shortcomings. Full use is not always made of persons who have had foreign experience and who could help in planning study programs and imparting training. Training programs may become routine administrative operations, to be handled as quickly as possible, rather than important processes in building men or women. Those who are responsible for training operations may not be fully aware of the general objectives and national policy implications of the project and program of which the training operation is a part.

These are among the factors that affect the degree of success or failure in a training program. There are of course others. But there are also problems in the process of evaluation itself.

Evaluation of a training operation should be a continuous process, carried out by all the parties concerned. Each party must of course make evaluations in terms of his own environment. At the same time, each party must take into account the environment from which the other party or parties come. The trainee should understand that the United States institution may be training most of its students for quite different situations than the one to which he will return. On their part, those who impart training should understand the particular needs of the trainee.

Although the discussions related primarily to problems that arise in connection with the training in the United States of nationals of other countries, many of the points apply to training operations wherever they occur as part of a technical assistance program.

2 BALANCE IN ECONOMIC DEVELOPMENT

Moderator:

MICHAEL L. HOFFMAN, Director, Economic Development Institute

Rapporteur:

ASHOK MITRA, Economic Development Institute

Members of the panel:

D. AYRAMOVIC, World Bank

PROFESSOR ALBERT HIRSCHMAN, Columbia University

PROFESSOR C. P. KINDLEBERGER, Massachusetts Institute of Technology

DR. M. KYBAL, Economic Commission for Latin America

PROFESSOR P. N. ROSENSTEIN-RODAN, Massachusetts Institute of Technology

Hirschman on the Strategy of Development

PROFESSOR HIRSCHMAN, leading the discussion, gave a brief exposé of the ideas developed in his recently published book, *The Strategy of Economic Development*.

Economic development, in his view, is held back not so much by objective scarcities of specific factors of production as by the difficulties in mobilizing reserves of natural

resources, capital, entrepreneurship, etc., that are potentially available. Underdeveloped societies are impelled towards development only when an agent appears and binds together these various latent resources. This binding agent, which is at the back of all autonomous investment decisions in society, is the basic scarce factor in areas of retarded development. Once this is recognized, it is possible to view with more understanding certain imbalances that develop in many countries in the course of the growth process.

The idea of "optimum disorderliness," advanced by Hirschman, is designed to show that certain imbalances in the course of development, insofar as they assist in economizing on "autonomous" decision-making but promote "induced" decision-making, can be justified. Those who stress the importance of balanced growth have made a significant contribution by recognizing that various investments and economic activities depend on each other, but it does not follow that these investments have to take place simultaneously; for example, that outlay on modern highways must at the same time be accompanied by outlay on automotive vehicles. Rather, one should try to take advantage of the stimulus that is set up by the expansion of the one toward the expansion of the other.

Until now, Professor Hirschman pointed out, economists have looked askance at any kind of imbalance except one, namely, where basic facilities such as education, transportation, and power are built up ahead of current demand on the part of industry, agriculture, and commerce in the hope that the latter activities will expand in the wake of the former. These are instances of what he calls "forward linkages." In some societies, however—Hirschman stressed—these stimuli may not work and others may have to be substituted for them. Thus in some cases it may be preferable to ensure that some basic economic activities, such as expansion of agriculture or spread of large-scale industries, are firmly established; they will in turn induce the setting up of the necessary understructure. This will be an instance of a "backward linkage." It is thus useful to understand that the shortages and bottlenecks in transportation, power, water, etc., which are regular features of developing economies are not necessarily the result of mismanagement but may be the requisite props in an economic development sequence that maximizes pressures and stimuli toward action.

The structural interdependence of the economy provides us, Professor Hirschman suggested, with the appropriate kinds of direct stimuli for promoting induced investment decisions. Every activity that uses inputs and produces outputs sets up certain incentives and pressures for the domestic production of some of the inputs and for the establishment of new activities utilizing the outputs. When domestic demand in some line exceeds a threshold value, it becomes economically feasible and attractive to undertake production. It should be an objective of development policy to shape the process of industrialization with an eye to these thresholds, and to bunch them at the early stages of the development process when capital formation is lagging.

To sum up, Hirschman argued that every decision in the development process means either creating an imbalance or correcting one, and often both. Once this is recognized, it becomes possible to reason about the types of imbalance that are conducive to further growth and those that are dangerous to it in various environments. Three practical policy implications follow, he suggested, from his approach:

(a) Economists should not worry unduly about taking care in advance of *all* the conceivable consequences of a given investment decision. (b) In working out a program of investments, economists should rather think of a "second best" sequential solution than of the ideal simultaneous one, which is unlikely to be achieved. (c) Policy-makers should not be obsessed with obstacles and bottlenecks, for obstacles can be eliminated and prerequisites put into place afterwards.

Rosenstein-Rodan on Strategy vs. Analytical Models

PROFESSOR ROSENSTEIN-RODAN EMPHASIZED the importance of distinguishing between strategy and analytical models.

He thought that Professor Hirschman's contribution was mostly confined to the plane of strategy, and it does not affect any of the established theoretical schema of the process of economic development. An analytical model describes what should be done, while strategy merely elaborates how it could be done. Existing economic growth models, he agreed, have paid insufficient attention to the irritations, social tensions, and related factors that often impede the process of growth. He felt, however, that at the analytical level, Professor Hirschman's observations do not quite add up to a new sociology of growth, despite their relevance in the context of developmental strategy.

The second difficulty with Professor Hirschman's thesis was that the notion of decision-making is not amenable to quantification, and therefore the whole talk of "economizing" has an air of unreality about it. The slogan of "minimization of decision-making" is in the nature of an empty box. Investment decisions as such cannot be measured; there is, of course, the index number difficulty. In addition, one has to take cognizance of the sharply diverse nature of different investment decisions.

The mere presence of a binding agent, Rosenstein-Rodan maintained, will not always deliver the goods. Very often there is a genuine lack of resources, which can be cured only through a series of conscious, autonomous decisions, such as fiscal and credit incentives, on the part of the state. In order to induce subsequent investments, some initial stimuli are in most cases called for. The determination of the strength of these stimuli then assumes importance.

He felt quite strongly that, in the context of developing economies, one could not really get away from the necessity of what has become known as the "big push," that is, a minimum quantum of investment which would push an underdeveloped economy over the edge in terms of the different indivisibilities that tend to exist both on the supply and on the demand side. He stressed two such indivisibilities. First, the fact that only a certain minimum increase in national and per capita incomes will bring about the necessary induced investments in the subsidiary service and consumer goods industries—the notion of the "threshold" value. Second, in underdeveloped economies with very low per capita incomes, demand tends to be very inelastic, and goods tend to be very poor substitutes for each other because of the lack of variety in the pattern of consumption. The risks involved in any single investment are therefore rather high.

Both of these phenomena, in Professor Rosenstein-Rodan's opinion, reinforce the argument for the desirability of a minimum volume of investment as a means of getting an economy over the hump. Even on the supply side, the "big push" theory does not represent any eco-

nomic waste. For, as economic history illustrates, industrialization spreads initially with some activities being mechanized and some being left at the old level of technology. The scale of production gets enlarged, so that the labor initially displaced in the advanced processes gets absorbed in the other processes. The essence of the "big push"—and its *raison d'être*—is that given a minimum volume of investment, the sum total of minimum economies is greater than the sum total of minimum diseconomies.

Kindleberger on Investment Decisions

PROFESSOR KINDLEBERGER AGREED with Professor Hirschman on the general desirability of reducing decision-making. Though this is an important consideration, he urged that Professor Hirschman produce some basis for placing this criterion in the hierarchy of the established set of criteria that are commonly regarded as relevant in the context of investment planning in underdeveloped areas, such as the magnitude of the capital-output ratio, the use of scarce resources, and the conservation of foreign exchange. It would be wrong, Kindleberger felt, to emphasize the aspect of minimizing autonomous investment decisions in relation to the several other considerations that also have a positive role to play.

It would be hazardous to try to thwart investments in profitable directions merely because the Hirschman criterion was not being rigidly fulfilled. At any moment, in any society, a certain set of demand and supply elasticities holds sway; economic development will certainly be promoted if investment decisions are reached after taking proper account of these elasticities. Similarly, it would be foolhardy to ignore the consideration of a favorable capital-output ratio, or of the desirability of import substitution and export promotion. In particular, more emphasis than hitherto should be given to the role of the price system in investment decisions, even if this cuts across Professor Hirschman's notion of decision-minimizing.

Avramovic Suggests Six Criteria

DR. AVRAMOVIC SAID that there are three aspects to be considered: (a) Is a "big push," or a minimum quantum of investment, necessary for generating the growth process? (b) In case the answer is positive, should such a "big push" be internally balanced, and can it be balanced? (c) If certain Hirschman imbalances are necessary, can we hope that the disequilibria will be self-correcting?

He thought that the answers to these questions will depend on particular country situations—for example, the stage to which developmental activity has already proceeded in terms of flow and pattern of investments and the rate of growth, the degree of openness of the economy, the nature of world demand for the country's export products, etc. For any country, Avramovic suggested, the pattern of growth is decisively influenced by six variables, namely, the ratio of population to resources, the degree of industrialization already achieved, the institutional framework in agriculture, the ratio of exports to national income, the distribution of profits in export industries, and, finally, the export structure.

Following from these criteria, it is possible to identify four general types of underdeveloped economies.

First will be those underdeveloped economies that have an export-induced growth. The general characteristics of such an economy are (a) a low ratio of population to resources, (b) a high ratio of exports to national income,

and (c) a fairly low ratio of the country's output of export commodities to world output, so that exports can expand rapidly without upsetting world prices. For such countries—including those in Central Africa, Central America, and the Middle East—"unbalanced" export expansion would, he suggested, be an excellent strategy for economic development.

The second type of country was one—for example, Brazil—with a diversified national resource base paving the way for an internally induced growth. The economy is characterized once more by a low ratio of population to resources, but, on the other hand, the ratio of exports to national income is moderate and there is already a relatively large industrial structure. Whether economic growth becomes cumulative and self-sustaining will depend here on whether agricultural output and the output of other raw materials and fuels can be expanded sufficiently fast to keep industry supplied and to release labor for industrial employment. It becomes necessary also that new export lines be created to meet the demand for raising imports. For such countries, Avramovic thought, the notion of maintaining balance was very important from a policy point of view, for otherwise, once major imbalances develop, they may easily become the runaway type that cannot be corrected through the kinds of mechanism Professor Hirschman mentions.

Next come those countries—for example, India and Pakistan—where Professor Rosenstein-Rodan's idea of a "big push" has acute relevance. There is a high ratio of population to apparent resources, the industrial sector is small and stagnating, and the ratio of exports to national income is rather low. To make matters worse, the export structure is peculiarly unfavorable, in the sense that the export commodities face an inelastic world demand. Export industries here constitute no leading sector, and expansion of traditional exports will be of meager help. Any piecemeal attempt at development is unlikely to succeed under such circumstances, and a simultaneous attack on all fronts—agriculture, industry, new export lines, trade, and transport—is called for. The "threshold" value is relatively so high for each sector that induced investments following from deliberate Hirschman imbalances are unlikely to take place.

Finally, there is the problem of economic growth in small countries that have a narrow natural resource base. There are many such countries, and here it becomes necessary to create a "leading" sector, for example, through stimulating a particular line of export, in order to usher in the process of growth. Professor Hirschman's notion of "optimum disorderliness," Avramovic thought, can have fruitful application in the development planning of such economies. Imbalances in investment will here pay off and be self-correcting if exports expand sufficiently and occasional gaps in supplies can be covered through imports.

Kybal on Regional Arrangements

DR. KYBAL GAVE A SUMMARY of the discussions currently going on in Latin American circles generally, and within the United Nations Economic Commission for Latin America in particular, about the relevance of regional arrangements to the problem of growth.

National policymakers should, in his opinion, take account of some of the pros and cons of the arguments applied in the common market debate. He stressed the importance of the common market type of approach for solving several problems of economic development, particularly

that of industrialization of countries with a small internal market.

In this connection, Kybal dwelt on the virtues of open competition in testing the viability of certain industries in a common market. Some of the institutional approaches described by Kybal are being considered in proposals for a Latin American common market in order to take into account the basic economic interests of member countries. Here the basic problem is that the levels of economic and growth potentials among the Latin American countries vary considerably; working out an agreed approach to economic integration will pose a continuing task.

Mitra on Experience in India

MR. MITRA ATTEMPTED to test some postulates of the Hirschman thesis by relating these issues to the Indian experience.

While some of the disturbances to balance may—and often do—have a stimulating effect, in the case of Indian planning many of the imbalances have led to consequences beyond what were anticipated, so that the net effect has been disequilibrating. Dr. Avramovic, he agreed, is right in saying that any general model would be inappropriate. It is also necessary to take explicit account of the fact that for most countries the swiftest road was the best, no matter what other conclusions may be derived from other sets of hypotheses. In conclusion, he expressed some uneasiness that Professor Hirschman's stress on imbalances may, even if indirectly, in some cases encourage irresponsible behavior on the part of planning officials in developing countries.

Discussion

AFTER THE PANEL MEMBERS had spoken, discussions continued and were attended by considerable audience participation. Professor Rosenstein-Rodan contributed a methodological remark on the issue whether, and how far, the theories of balanced growth and of "big push" can be regarded as extensions of the traditional notion of comparative statics. Professor Hirschman clarified some of his earlier statements, and in particular emphasized that restoration of balance is an integral aspect of the strategy he is advocating and is as important as the original creation of imbalance. His reply to Professor Rosenstein-Rodan's "empty box" charge was that theoretical concepts frequently arise before they are satisfactorily filled out, and the discussion pointed to some ways in which this job can be done in the case of the concepts he has proposed. He also answered certain questions in regard to the role of financial planning in his schema and the degree of squeezability of the domestic economy. Further discussions centered around the significance of "leading sectors" as suggested by Professor Kindleberger and the particular situations in which the Hirschman "linkages" do and do not operate.

3 SELECTION AND TRAINING FOR CROSS-CULTURAL WORK

Moderator:

DR. GERALD F. WINFIELD, Chief, Communications Media Staff, ICA.

Rapporteur:

JAMES W. BURKE, College Relations Advisor, Office of Personnel, ICA

Members of the panel:

LEROY S. CHRISTEY, Consultant Coordinator, Office of Personnel, ICA

DEAN HARLAN CLEVELAND, Maxwell School, Syracuse University

REV. ADDISON J. EASTMAN, Director, Missionary Personnel, Division of Foreign Missions, National Council of Churches of Christ

DR. ARTHUR F. RAPER, Orientation Officer, ICA

RICHARD J. REUTER, Executive Director, CARE

DEAN DONALD C. STONE, Graduate School of Public and International Affairs, University of Pittsburgh

DR. CLARENCE E. THURBER, Ford Foundation

Requisites for Cross-Cultural Work

IN DISCUSSING THE REQUISITES for work in technical assistance in underdeveloped areas, the panel members came up with a number of somewhat different lists.

Dean Stone emphasized what he termed a four-point approach. Of the characteristics we are trying to find and develop in people in order that they may be effective in this kind of work, the first is technical skill in their particular professional fields; the second, ability to submerge the role of operator in favor of the role of consultant in the self-help process; the third, organizational ability in developing local capacity for doing the job; and the fourth, cultural adjustment—the ability to identify oneself with the local culture.

Clarence Thurber called the problem one of developing a triple-threat man—a professionally skilled consultant, a combined bureaucrat-diplomat-operator, and a mediator between two cultures, his own and that of the country where he is working. This triple-threat man is a person who always finds himself in the middle—between governments, between nations, between cultures. He has to face in both directions at once. It was brought out that one of the key personnel problems in these programs is the tension that exists between the home office and the man in the field. The home office soon begins to think that the man in the field has sold out to the people he is working with and is not paying attention to what the people back home say. He in turn is always in the position of having to try to interpret to the other side what the people back home are saying.

Dean Cleveland, who could not attend the meeting because of illness, sent his views to the Chairman in written form. He called his list of requisites a five-finger exercise:

- Technical skill *plus*—the *plus* being ability to use the skill in a totally new environment. Without this, the most skilled technician may be unable to do the job nearly as well as one who is less skilled but can fit his knowledge into a different framework.

- Career dedication. This is highly important, especially in the case (brought out later in the discussion) of the middle-aged specialist who goes into international work comparatively late in life and finds himself compelled to make radically new adaptations. Without a strong sense of dedication to provide driving power for the new learning process, he is likely to fail or give up.

- A sense of politics, which includes knowing what goes on inside your own organization, what goes on in your gov-

ernment and what goes on in the government of the country you are trying to help.

- Cultural empathy. This means really understanding another culture even though you may not accept all that you understand. You need to understand why that culture functions as it does and appreciate its validity, yet see also where it may have to be changed in order to set free the forces that will enable the society to move ahead.

- Organizational ability—the capacity to generate institutions that will function and be viable in a new situation.

The group then had a rather intense bit of discussion, started by Richard Reuter, of the even more important question of basic character. To be successful in this kind of work, we need people with two major characteristics—a very high level of personal integrity and a very outsize capacity for patience. These are attributes deep in a man's basic character. Another attribute is love for people, which is fundamental in moral and social motivation.

In exploring how cultural empathy can be developed, the panel paid a good deal of attention to the problem, raised by Arthur Raper, of traits or situations in our own culture that may make adjustment to other cultures difficult for Americans. One is race prejudice, which may in some cases present real difficulties. Another is the high premium our culture places on picking up the ball and being aggressive about carrying it forward (even, for example, in round-table discussions such as this). This trait makes Americans unwilling, for example, to sit back and wait to let people, in a culture that places a high value on contemplation, have time to think without feeling under pressure to come up immediately with a solution of a problem. There are a number of other characteristics stemming from our American culture that may become limiting factors in international work. We have to learn how to deal with them.

Selection and Opportunity

IN DISCUSSING THE PROBLEM OF SELECTING people for international development activities, the group considered two different age levels.

One is that of the middle-aged technicians, whom the operating agencies are now most concerned to be able to identify. The identification process means determining whether a prospective worker has the underlying personal characteristics and the social and cultural background that will give at least a fair assurance of his being able to make a successful adjustment to a new environment.

The other age level is that of the young people with a few years of experience who are desirous of getting into this kind of work. In that connection there was a good deal of discussion regarding the opportunity for careers in intercultural work—whether there are such opportunities and how to get into the work. The feeling of the group as a whole seemed to be that somehow a better way should be found of communicating to young people our faith, at least, that the opportunities are growing for careers that are not just for brief periods—two years, four years—but perhaps for a lifetime of work. Leroy Christey, for example, said there is a growing assumption that technical assistance programs are here to stay and that a corps of career people is necessary for a sound program. There will always be need for short-term specialists, but the permanent corps should be about 60 per cent of the total.

Training

ON THE QUESTION OF TRAINING, Dean Stone said that we are gradually learning to equip people for an overseas role, but there is still a great deal of misunderstanding. The

process should begin at the early levels in school with orientation to all the world, not just the West. An extension of the liberal arts curricula alone, however, is not the answer. Sociology, political science, area economics, geography area studies are not professional education in preparation for overseas work. A capstone education on top of technical training is needed for any overseas work, whether business, engineering, or pipe-fitting. There can be a common approach to overseas orientation. For people who already have technical skills, the University of Pittsburgh is providing preparation for making the skills effective in different cultural environments.

In this connection there was some discussion regarding the part of training for overseas work that can be done most effectively here and the part that can be done better abroad. Dean Cleveland's school at Syracuse, for example, is developing a program which will provide for a period of immersion in a foreign culture by taking students overseas for several months while they are getting their advanced training.

The panel also had an interesting report from the Reverend Addison Eastman on training work being done by some of the Protestant church groups as preparation for work overseas. In some of this training sixty families who were preparing to go overseas lived together for a year in an American city where they worked with groups of people deliberately chosen to be as different as possible from the trainees in their cultural background, experience, and approach to life. Other similar programs have included training in the Southern Highlands of the U. S., in Puerto Rico, and in Mexico to provide exposure to different cultural situations. There was not enough time, however, for more than a brief discussion of some of the newer things that government is doing through the special schools operated by ICA.

The group gave considerable attention to the problems of language training. Though no language training is wasted, even perfect mastery of a language is no guarantee of success without other qualities—empathy in particular. One of the important points brought out was that a little language, like a little knowledge of any kind, can be a dangerous thing. A technician with just a little language and a little cultural awareness may, for instance, unconsciously use the language patterns of a dominating political or economic group in an area where control by this group blocks all growth. He is then identified with this group in the minds of the people whom he wants to move to change, and he does not know enough about both the social and the power structure in the area to realize that he is in a trap because he has fallen into the wrong pattern of language and etiquette.

This kind of insight makes us realize that there are levels of depth in selection and training and orientation of which we are only now beginning to be fully aware.

The panel ended with a strong feeling not only that there are careers for a good many people in this field, but that these careers are part of the beginnings of a synthesis of a new world culture. It is at this level of close personal contact and interchange between human beings representing different cultures and different ideas that the synthesis is actually taking place.

4 WHAT THE LESS DEVELOPED COUNTRIES WANT

Moderator:

ARTHUR GOLDSCHMIDT, Director, Bureau of Technical Assistance Operations, United Nations, New York

Members of the Panel:

DR. EDWARD T. HALL, Director of Overseas Research, Governmental Affairs Institute, Washington

TAI DONG KIM, Chief, Requirements and Coordination Bureau, Ministry of Reconstruction, Republic of Korea, Seoul

DR. CECILIO MORALES, Director, Department of Economic and Social Affairs, Pan American Union, Washington

U TUN THIN, Alternate Executive Director, International Monetary Fund, Washington

ABDALLA ABDEL WAHAB, Assistant Permanent Under-Secretary, Ministry of Finance and Economics, Republic of Sudan, Khartoum

THE PANEL MET FOR A SHORT TIME before this session [Mr. Goldschmidt said in his opening remarks], and we agreed that each would speak briefly on a major aspect of our subject, "What do the less developed countries want from the more developed?" Then we will open the meeting for discussion and questions from the floor. I should make it clear at the beginning that the speakers are free to talk from their own personal viewpoints and therefore that what they say does not necessarily represent the views of the organizations by which they are employed.

U Tun Thin: Long-term Problems

MY REMARKS TODAY [said U Tun Thin] will be concerned with the long-term outlook rather than with short-term needs such as direct financial and technical aid. Of these long-term problems, I would like to mention three important ones: *first*, that of stability in the more developed countries; *second*, that of uncoordinated growth in the underdeveloped countries; *third*, that of stability in these less developed countries.

What is the bearing of stability in the more developed countries on our general problem? It has to do with markets. The avoidance of business cycles and the maintenance of a steady rate of domestic growth are very important contributions that the more developed countries can make towards the stabilization of markets for primary products on which the less developed countries depend. Of course, all governments without exception have the intention of preventing serious depressions, and also the means to prevent them. A basic problem in highly industrialized countries is to find ways to prevent inflation and at the same time maintain a high and rising level of production and employment.

Now the problem of uncontrolled growth in the underdeveloped countries. Here I am concerned with regional planning. These countries are going in for industrialization, some for prestige reasons, others because they are afraid that if they produce more of their primary products their export proceeds will decline. Therefore, as a means of diversification, they turn toward industrialization. Also, some countries wish to be self-sufficient because during the last world war their populations suffered greatly from the lack of medicines, textiles, and even of some basic items of food which had previously been imported. My personal opinion is that, even accepting this last criterion of self-sufficiency, there are quite a few industries that lend themselves to some kind of country specialization.

For such types of industries there should be some kind

of regional planning. Otherwise, the result may be over-production in a few countries, which will be unable to find markets for their surplus.

Some of the less developed countries may not like this idea of regional planning. Perhaps some of them think that it is too early to make regional plans; they wish to postpone such planning until after some further degree of development in their own countries. I personally think that it is time now to be seriously considering planning on a regional basis. When such a planning organization has been set up, the underdeveloped countries could channel requests for assistance to the more developed countries or to international aid groups through their organization. The organization could then screen the requests from the standpoint of whether they are consistent with the best interests of the region. All requests received by the aid agencies directly from these countries could be referred to the regional planning organization for comment, and thus the more developed countries would also be participating in the regional organization.

The newly proposed development banks for the Latin American countries and for the Middle East countries could also initiate a certain amount of regional planning in their own areas. With the present types of grants that the less developed countries receive for the training of students and technicians abroad, we are coming to know more about the developed countries than about other fellow-underdeveloped countries in our own regions. It would be a good idea to have some types of regional economic institutes to which the students in a region could go for further training. Institutes of this type could appropriately cater to the needs of the regions. There would be an exchange of ideas and programs, and experiences of failures and successes could be shared among the different countries in the regions.

My last point is concerned with stability in the less developed countries. What I have in mind is stability in the export proceeds of these non-industrial countries. Price movements in the primary products have a serious effect on the less developed countries. For instance, Burma in 1952 was getting about £60 sterling for each ton of rice she exported. At present the price hovers around £34 per ton, a decrease of almost 45 per cent. We did not expect the price of rice to decline to this extent but had anticipated that it would be about £50 per ton and drew up our Eight-Year Plan on that assumption. Since then, we have had some foreign assistance, but this has not equated the loss in our foreign exchange receipts caused by the price decline in rice.

There can be many forms of international commodity agreements for price stability, but for this meeting I would like to take up one in particular—the International Buffer Stock Plan. This has been mentioned in a very general way in a few reports of the United Nations, but the details of such a plan have not been studied by any group, although some studies have been made by individuals, the most recent being a book entitled "Utilizing World Abundance" by St. Clare Grondona.

I would like to put forward a proposal to set up an International Commodity Fund which would be very similar to the International Monetary Fund in organization and in structure. My suggestion is only a general one which would need further detailed study by commodity experts. Of course, setting up and operating any such organization would involve many difficulties. At best, the buffer stock idea may deserve limited experiments with a few products. The main problem of such an organization

is that of getting the initial funds. My own suggestion for solving this problem is to integrate the United States farm surplus program into the scheme.

Tai Dong Kim: The Capital Requirement

UNTIL A FEW YEARS AGO [Tai Dong Kim said] capital was the central subject when economic development of underdeveloped countries was considered. Recently emphasis has been shifted from this tangible and objective aspect to more intangible and subjective ones such as technical know-how, human resources, entrepreneurial abilities, and managerial skills. But these recent trends in economic thinking have not lessened the important role of capital. In order to develop an economy, capital must be invested first. Since the underdeveloped countries are underdeveloped because they cannot meet the capital requirements by themselves through their domestic savings, the source of capital is sought in more developed countries.

How much is asked for and to what extent can the advanced countries accommodate the requirements? This is a difficult question to answer. The "five wise men" appointed by the United Nations Secretary-General in their report, "Measures for the Economic Development of Underdeveloped Countries," estimated the capital requirements at \$19 billion a year, of which \$5.2 billion was estimated as domestic savings, leaving a gap of \$13.8 billion to be obtained from external sources. Then the argument developed into one of "capacity to absorb" capital. Taking this into consideration, Professors Millikan and Rostow calculated the capacity of underdeveloped countries to utilize capital efficiently at \$2.5 to \$3.5 billion a year. In his brilliant speech delivered at the banquet last night, Mr. Paul G. Hoffman presented his estimate of \$40 billion for the coming decade, or \$4 billion a year.

Figures aside, historical evidence shows that the developed countries of today were without exception the borrowing countries at the outset of their development. The less-developed countries want capital from the more developed ones!

Until World War II, the usual form of international capital flow from developed to less-developed countries was private direct foreign investment. This was checked after the war chiefly because of political as well as economic deficiencies of underdeveloped countries.

Now the developed countries seem to believe that private direct foreign investment is the most desirable way to solve the problems of underdeveloped countries. Capital requirements, technical know-how, and managerial abilities could thus be furnished with one stroke. This is a proposal to kill three birds with one stone.

It was therefore only natural that most of the underdeveloped countries hastened to legislate one or another kind of law to attract foreign investors. At the same time, developed countries also endeavored to encourage their entrepreneurs to undertake direct foreign investment (for instance, Section 413 of the Mutual Security Act.)

I must confess to some skepticism, since we, the people of underdeveloped countries, have yet to solve many important problems that are prerequisite to inducing private direct foreign investment. There are also many other things to be worked out, such as training capacity and division of profit from the investment. It seems that there is little prospect of private foreign capital investment unless we discover such rich resources as oil or uranium.

Various efforts were made after World War II to bridge the gap between the increasing capital requirements of

58
underdeveloped countries and the contracting trend of private direct foreign investment. Intergovernmental loans have been extended by the United Kingdom to sterling areas, and the U. S. Development Loan Fund is considered as one of the most desirable forms of foreign aid. International lending organizations such as the World Bank and the International Finance Corporation were established. Many talks have been going on looking toward the establishment of an International Development Association.

These devices cannot entirely fill the vacuum because of certain fundamental characteristics of the organizations:

- "Self-liquidating" requirements exclude many activities that are vitally needed in underdeveloped countries—for example, health, agricultural extension services, highways and bridges, community development, soil conservation.

- A "financing-foreign-exchange-only" requirement precludes many otherwise eligible projects.

- The requirement that projects be well prepared and based on scientific study makes underdeveloped countries question the reasoning of the organizations. If the loan agreement cannot be consummated until years of study have been completed, or if the technical feasibility survey, and economic soundness analysis conducted by competent consultants of advanced countries are frequently unsatisfactory to loan officers, would it not have been advisable to render these technical services before we opened the doors of the lending organizations? Underdeveloped countries want from more developed countries good technical services that provide reports acceptable to the loan officers. This would prevent or alleviate vexation on both sides. (Compare, for example the World Bank's complaint that "The principal limitation upon Bank financing in the development field has not been lack of money but lack of well-prepared and well-planned projects ready for immediate execution.")

- "Credit-worthiness" requirements often exclude the most needy countries, and the loans are made to those who already are comparatively well-off. Since it is a "loan," it must be paid back. Consideration of the capacity to repay cannot be avoided. There are many development activities, however, which do not immediately augment the country's output.

Free access to the capital market in the advanced countries disappeared after 1929 for the governments of underdeveloped countries. But there is great need for social overhead capital, especially for power and transport, which bear fruit only when additional investment is made for manufacturing industries using these facilities. In these fields of activity, at least at the outset, underdeveloped countries want grants-in-aid from more developed countries.

Cecilio Morales: The Need for Clarification and Balance

IF IT WERE POSSIBLE [Dr. Morales said] to give a clear answer to the question of what the underdeveloped countries want, probably a large part of the problems of economic development would be solved. We think that one of the great obstacles to promoting international economic progress at the required level is precisely that—to define and analyze clearly what the needs are and how the better developed countries can participate more effectively in the process of development.

If that question is to be answered by the less developed countries, the problem is, who is to answer it? There are many sectors in the economy of an underdeveloped country. One of them is the government sector. When we consider the position of governments in general, we will see that because of their political character they are mainly concerned with short-term problems and with the kind of assistance that might help them show immediate results.

In many cases this impatience interferes with doing what is really needed for a consistent development process.

So the very first step is to orient thinking and action toward a sound, long-term program of development.

There are various other sectors, represented, for instance, by the economists, or by technical experts in other fields. Some may have a clear and rather well balanced view of what is needed for the development of the country. Very often, however, they are biased on the side of their own specialization. Each expert would like to see his own field developed at the most rapid rate and to the highest degree in relation to the country's general development.

For that reason I think the establishment of institutes, such as those mentioned by one of my colleagues on this panel, is especially important for the underdeveloped countries. These development institutes should include experts in many fields, who could exchange views and come up with a truly balanced analysis of the development problems in each country.

It is interesting to observe the attitude of other sectors of the economy. The businessmen, for instance: in general, businessmen all over the world have certain common views on basic economic problems and policies. Naturally, being businessmen, they are in favor of private enterprise and private initiative. But it sometimes seems that in underdeveloped countries more than anywhere else they are especially vigorous in defending and promoting private enterprise and competitive conditions, even far beyond the field of their own business. Thus they are sometimes one of the strongest factors in establishing special conditions and special protective measures that may interfere with the sound, efficient, and balanced development of the economy as a whole.

Finally, if we consider the labor sector in the underdeveloped countries, we see that their objective is a social one. They are trying to achieve as soon as possible all the social advances that they can see, through our modern communication media, have been achieved in the more developed countries—advances more widely and readily achievable everywhere today than at any time in the past.

There is another point I want to emphasize here which concerns not the needs of underdeveloped countries but rather the way of approaching cooperation to fulfill the needs. In general, underdeveloped countries want an adequate and respectful consideration of their local conditions in discussions of the purpose and aim of a development program. They want development programs carried out in such a way as not to disrupt conditions they regard as valuable and necessary parts of their national character. This has often been said before, but I think it has not been sufficiently taken into account in actual cases, partly because it is a difficult thing to do, partly because so many of the people coming from abroad to assist in programs of economic development do not recognize what the local characteristics are.

I should like now to refer to two or three concrete cases to illustrate some of the points I have been discussing.

One concerns the establishment of a United Nations commission on international commodity trade, in which I had the opportunity to play an active part when I was an Argentine representative at the United Nations. Several underdeveloped countries fought very hard to get this commission established as a means of helping to solve commodity problems. What has been the experience up to the present? I can say that it has been a bitter one for my country. After a difficult struggle to get the commission organized, the outcome was that the more developed coun-

tries that participated—and the United States did not participate during the first three years but does now—sent very good experts whereas the less developed countries sent people who knew very little about the problems involved. Since they were supposed to submit proposals to the more developed countries, the commission carried on its activities in a sort of vacuum. The great effort did not produce the hoped-for results.

To me, this experience shows that if we as underdeveloped countries were able to define our problems more precisely—or could get help in defining them more precisely—we might be more active and efficient in establishing cooperative machinery to solve them.

The second case concerns the current discussions on the establishment of regional markets in Latin America. On the basis of the meetings in which I have participated, I can say that in a problem of economic integration such as this, the underdeveloped countries do not ask for much from those that are more developed beyond sympathetic treatment in their commercial policies and activities. It would take no very substantial action on the part of the developed countries to get industrial development started in the right direction by creating adequate markets based on sound trade competition.

My last example is a smaller project of regional development which illustrates an aspect of the need for capital. This is a cooperative project between Argentina and Uruguay for the development of the Uruguay River, on the boundary between the two countries. It has been under study by a joint commission for some twenty years, and several preliminary projects have been completed. What is needed now is a survey by a financial institution which would cost about \$500,000 and take about a year. After that, it would cost \$300 to \$400 million and take eight or ten years to complete the development, including the construction of a dam. Thus in considering the need for development capital it is necessary to think not only of the total sum but of the period of time involved.

Finally, I should like to reiterate what one of my panel colleagues said about the urgent need for high-level institutions for training and research in the underdeveloped countries. The time has come when a great deal of effort should be concentrated on this point. A program of this kind is now under discussion among the Latin American countries.

Abdalla Abdel Wahab: Making Technical Assistance More Fruitful

THE REQUIREMENT OF UNDERDEVELOPED COUNTRIES that I propose to take into consideration [said Abdalla Wahab] is the need for technical assistance from the more developed countries.

When I speak of technical assistance I have three things in mind—first, the experts in all sorts of problems of industry, agriculture, health, education, and so on, who are sent out by international organizations such as the United Nations; second, these experts plus capital equipment, such as is supplied by the American International Cooperation Administration; and third, training abroad for men and women from the underdeveloped countries.

I should like to make a few remarks on points that I consider might help to make this effort even more fruitful.

It is quite apparent from what my colleagues have been saying that the problem in underdeveloped countries is essentially one of low income, due to low productivity, which in turn is due to lack of capital and lack of mana-

gerial and other skills. The question of capital has been discussed by others on this panel. The other factor, skills, is the subject on which I propose to talk.

It is not possible of course to give anything like precise figures on the total requirements for technical skills. They vary greatly from country to country and among the different professions. That there is a large need has been demonstrated in many fields, and it is evidenced by the applications coming in year after year to the United Nations, the increasing call on the resources of the International Bank, and so on.

There are one or two things that are especially important in that connection.

In the first place, the developed countries would be well advised, before launching any technical assistance project or program for the benefit of an underdeveloped country, to make a thorough survey to assess what can be done and what can be made available to meet the need locally, and then to try as far as possible to bridge the gap between the need and the local resources. It is essential also that any technical assistance coming from the developed countries should as fully as possible take into account the existing plans and programs in the underdeveloped countries so that the two may be fitted together and coordinated to achieve a common goal.

It is also necessary, before an expert leaves for the field, that the two parties clearly define his terms of reference. He must know, first, exactly what job he is assigned to; second, whether he is accountable to the recipient government or to the authority sponsoring him. If the former, he must try to fit into its administrative machinery. On the other hand, the recipient government must do all it can to make his job easy. Adequate and prompt attention must be given to such problems as housing, transport, and staff so the expert can be free to give full value for the money he receives; and the cost of most experts is indeed high.

Then there is another important requirement. I don't think the need in underdeveloped countries is for people who are purely and exclusively experts in whatever the fields of work may be. The real need is for experts *plus*—for agriculturists, engineers, and so on who are flexible human beings, prepared to go into a society that is new to them, prepared to live with the people, mix with them, and not be isolated and concerned exclusively with the technical job that needs to be done. The job can hardly be done well when you try to separate it from its background, the general environment in which you are working.

This brings me to the next point. The expert, whatever his nationality, must be viewed as a man or woman with a dual mission. First he is an expert giving advice in the country to which he is sent. Then, when he returns home, he is an expert *on that country*. In other words, he has the double role of helping the people who need his help as an expert, and also of helping to bring further understanding in his own country because of his experience abroad. This in turn brings the developed and the underdeveloped countries closer together, which is an essential factor in developing new emphases and a new understanding of the kinds of problems that are important.

Now we come to the problem of training. As we all know, the great majority of the underdeveloped countries do not yet have adequate training facilities. For the most part they have few universities and technical schools. They have been right, I think, in sending their people abroad, and grants have been made by many of the developed countries to help these people get the right training.

As a general policy the developed countries should continue to make these opportunities available, but I think the offers should take immediate needs and priorities into consideration. The opportunities for training should be related to, not isolated from, what is going on in the trainee's own country. It is not enough to offer an education for an agricultural expert or a labor expert or a teacher. The offer should be made when you know that training in that particular field is going to be immediately useful and meet an immediate need. I have no particular cases in mind, but I know from discussions with my colleagues at the Economic Development Institute that this is a real problem. Extremely generous offers are being made every year. To make them fully effective, they should be closely related to development programs and plans in the underdeveloped countries.

Again, as in the case of the experts I have already discussed, I think it is important that these students should do more than concentrate exclusively on their training. Study abroad is an opportunity to see new places, a new country, to develop understanding and sympathy and friendships with a new people. This also works in reverse. As far as possible, people in the developed countries should likewise be encouraged to go abroad to study and see things for themselves, to become acquainted at first hand with general conditions as well as with specific problems in which the individual may be interested.

My last point has to do with managerial training. The underdeveloped countries cannot rely indefinitely on technical assistance from abroad. They must prepare in the long run to provide their own technical assistance, their own technical services, internally. For this, they need not only people trained in various sciences and technologies but also people trained in management. Actually, in most of the underdeveloped countries there is a bottleneck at the managerial level. It is highly important for them to emphasize the training of managers, so that the latter in turn can train their subordinates. I don't know exactly how much is being done in this field, but I have a feeling that more training on the managerial side would make for better functioning in technical assistance as a whole.

Edward T. Hall: What They Do Not Want

I WOULD LIKE TO SAY SOME THINGS for my distinguished colleagues from the underdeveloped countries that they cannot say for themselves because they are too polite, because they feel they might hurt our feelings, or possibly because we sometimes do not like to hear the truth [Dr. Hall said]. I also speak for the hundreds of millions of people in the countries to which we send our technical assistance programs. On my many trips out of the country, I have talked to people in every major continent. After I got to know them, and they relaxed a bit, or felt that they could trust me, they always had things to say about the Americans. It is this that I would like to discuss.

Today, twenty years after our early technical assistance programs in Latin America, the world has had considerable experience with what we bring. They have learned that technology can be both a boon and a curse. They have also learned that all Americans are not alike. But, by-and-large, when a lot of Americans arrive there are a number of patterns that repeat themselves. What I have to say is not particularly pleasant to contemplate because we have pride in our way of life. Nevertheless, our way of life, our way of proceeding overseas has an impact that is not always what we would like it to be.

Most of the places where we have foreign missions are rather poor. Their lack of material possessions stands in stark contrast to our own material wealth. The sheer mass of what we bring with us makes the gap between them and ourselves much greater than it need be. Many look at the riches that we bring with us and conclude that we are richer than we are, or that somehow or other we got this by exploiting somebody else.

I have yet to see anyone who could understand our habit of establishing exclusive American colonies overseas which they refer to as the "Golden Ghettos." Certainly this sets us apart and gives the impression that we feel that we are better than others. One of the by-products of the way in which we live is that we tend to drive rents upward wherever we move in. This does not endear us to the local inhabitants. Not only that, but we upset the employer-servant relationship by overpaying servants and underdisciplining them. We let our children run wild, particularly our teenagers. We block the streets with our big cars. Even if we behaved differently, there are times when the sheer number of Americans is overwhelming.

Nobody likes to be looked down upon. Yet there are many things in our behavior—not in what we *say* but in our *behavior*—which indicate in subtle ways that we look down on others. For instance, we tend to ignore or fail to make important national and ethnic distinctions. Witness the quotes: "All Japanese look alike to me." As a matter of fact, all whites look alike to the Orientals. To say that everyone looks alike may be permissible at first, but after a person has spent ten or more years in a country it is ridiculous.

A seemingly small and rather insignificant annoyance has to do with the fact that we often fail to learn the systems of names and naming and the formal patterns of address. These are, admittedly, quite different from our own. Some other languages use honorifics. Now the American does not "go for" the honorific. But at the same time, we don't like it when foreigners become overly familiar with us too soon. To ignore their naming systems and their systems of address is a constant reminder that we do not care enough and that they don't matter enough for us to take the trouble to learn even this first point of contact.

We tend to place knowledge of local customs low on our priority list, not only in the field but here at home too. A very high official of one of our largest international agencies once explained to me, when I was bewailing the fact that little or no use was made of the knowledge of culture or the people who study culture, the anthropologists: "Out of a list of fifteen priorities, the type of 'know-how' you represent occupies position number twelve. We are working with the top five." Yet this is the "know-how" of getting along with other people.

There are also times when aspects of our own culture improperly or incompletely explained or stressed give the wrong idea. In the United States subversion is political subversion, but in many parts of the East, subversion is cultural subversion. Our technical changes are not welcome because they shake the very roots of life. In many countries in Southeast Asia we seem to represent science, a science which controls nature, molds it and adapts it. This seems very natural to us. But their view of nature is that man should not attempt to control it but to discover its secrets. We fail to make clear the distinction between our science and our technology. Actually, our science also emphasizes discovery of the laws of nature so that we can work within them. Very few people realize the importance of the difference between *discovering* and *controlling*—but some

of those who live in South Asia do understand.

In the running and planning of our missions we take the bull by the horns and set up programs which we think are needed. All too often teams of experts arrive without the local nationals being properly prepared. The *form* of local clearance is gone through, but the process is not complete. The impression is left with everyone concerned (and as long as this impression remains the damage is done) that we are sending people to them whom they have not asked for and do not need. A constant complaint is—"Please, if you Americans could just consult with us a little more on what our needs are!"

One of the most serious errors we make is failing to learn the local language. There is no form of impoliteness that carries quite the same implication of rejection as failure to concern oneself with the language of the people. When we fail to learn the local language, we appear to say, in clear tones: "We do not think it is worth the time to learn to communicate with you. You must learn to communicate with us." This says as clearly as it can be stated, "We think we are better than you are."

I recall the wife of one American official in a Far Eastern country who quietly and unobtrusively learned the local language and started speaking it one day at a cocktail party. The diplomatic community fairly buzzed. Our friends in the country were sure that American relations were going to take a turn for the better—that a new day had dawned because an American had learned their language.

For one like myself who spends a good deal of his time out of the country talking to Americans, their rationalizations for not learning the language become somewhat tiresome.

Think for a moment what it would be like if we had, say, ten thousand foreigners, all of the same nationality, living in our midst—none of whom learned our language and who kept themselves isolated from us. Who, furthermore, gave parties, imported their own goods, drove their own brands of automobiles, insisted on using their own law courts, mispronounced our names, couldn't tell us apart, and then made rude and tactless remarks such as, "How much is this in 'real' money?" Yet this is just the way we behave overseas.

Finally, one of the most sensitive of all problems from both points of view has to do with the political tie-in. "We will give you technical aid if you will be on our side against the communists." There are a great many people in the world who like to take advantage of the things we have to offer. But they don't like the two tied together, with one contingent upon the other. They don't like the feeling that they are being bought. Many new nations today are struggling with all of the problems of recent independence. That their independence should tie them to our apron strings is sometimes difficult to accept and does not make for a good relationship.

I know that my remarks have not been pleasing to many of the Americans in this room, but as an American I can afford to pass on things to my countrymen that non-Americans have said to me. Somehow we are going to have to learn the lesson that we can no longer afford to "look down" on people or give the impression that we look down upon them by our behavior.

I would reiterate that our failure to learn the language and our tendency to keep apart are probably among the most serious errors we make. I do not agree with the panel member in another session [Dr. Winfield's] who said that "a little language is a dangerous thing." You can never learn a lot of language without learning a little

language first. If there is no beginning, one can certainly never finish.

Audience Participation

FOLLOWING THE PRESENTATION by panel members there was a lively discussion from the floor. Among the interesting contributions were the remarks by C. O. Ifeagwu, of the Nigeria Liaison Office, Washington. Mr. Ifeagwu said he thinks most of the underdeveloped countries would like to receive technical and economic aid for its own sake, not for political or military reasons. Overemphasizing these aspects detracts a good deal from the main purpose of the economic aid. His second point was that there are a great many developed countries and most of them have their own aims. They have sometimes been working at cross purposes or against one another's interests in the underdeveloped countries. Instead of clarity, this brings confusion. He thinks it would be a great help if the Western countries would have some kind of coordinated effort to assure that whatever assistance is given to a country is in the general interest of that country and not for a particular interest of a country that is trying to help.

He went on to say that the underdeveloped countries need capital, but the capital they need is venture capital, enlightened capital. The suspicion against the term "capitalism" in the underdeveloped countries is not without cause. Even in the U. S. history shows that capitalism has not always been enlightened. The viewpoint in the underdeveloped countries is understandable because of their past experience. If enlightened venture capital comes in it will be very welcome.

The undeveloped countries would like to say to private industry that if they seek stability before they come in, the situation is a vicious circle. Conditions are not stable because of poverty, lack of capital; and capital does not come in because conditions are not stable.

Mr. Ifeagwu warned against the tyranny of words—for instance the word "socialist." He gave as an example the fact that any outsider looking at the budget of the United States would say that we must be a very militaristic country because about 80 per cent of our budget is spent for military and war costs—past, present, and future. But actually anyone who knows this country knows it is not militaristic. Most American activity is not governmental at all; it is only the government budget out of its context that makes us seem militaristic. In the same way, where you have the government in an underdeveloped country undertaking responsibility for certain activities such as transport, it does not necessarily mean that they don't want to encourage private capital—only that there are some areas where because interest or profit does not come quickly, the government must create conditions that are essential if private capital is to come in. So we should not consider words only, such as "socialism," but examine actual conditions very closely.

5 THE RÔLE OF DEVELOPMENT BANKS

Moderator:

RICHARD DEMUTH, Director, Technical Assistance and Liaison Staff, World Bank

Rapporteur:

GEORGE SPRINGSTEEN, JR., Finance Officer, Development Loan Fund

Members of the Panel:

MRS. SHIRLEY BOSKEY, Technical Assistance and Liaison Staff, World Bank

A. A. KHERADJOU, Department of Operations, Far East—World Bank

HART PERRY, Deputy Managing Director for Loan Operations, Development Loan Fund

PAUL DE LA RIVIERE, Continental Operations Branch, Economic Development Administration of Puerto Rico (unable to attend because of delayed plane flight)

MR. DEMUTH INTRODUCED THE SUBJECT by noting that development banks would be defined for this discussion as institutions one of whose principal functions is the provision of long-term industrial financing. These banks are now attracting considerable attention throughout the world. There are 70 to 80 such institutions among the member countries of the International Bank for Reconstruction and Development (World Bank). Development banks are a rational response to a real need, providing the means, otherwise lacking, by which savings can be mobilized to meet industrial financing requirements and other specific needs. Such banks, however, are more than just financial institutions; they also play an important role in mobilizing technical skills and other development resources.

There is considerable variety among development banks as regards ownership (public or private), functions, forms of financing, services provided, size of resources, and the type and size of enterprises financed.

Financing and Operations

DRAWING ON THE FINDINGS of a conference of development banks managers convened by the World Bank in 1958, Mrs. Boskey discussed several facets of the financing policies and procedures of such institutions. She noted that there is considerable similarity in the approach of the various banks.

Most prefer to provide financing for new rather than existing enterprises. They normally do not make working capital loans, leaving this activity to commercial banks. Few institutions finance social projects, preferring to concentrate instead on industry, mining, transportation, and power. Financing of agriculture by such banks, when undertaken, is generally limited to large-scale enterprises. There is a general preference among development banks for financing large and medium-scale enterprises and a tendency to regard small-scale undertakings in any field as too risky because of the potential management problems involved. The majority of development banks, too, finance only private enterprises.

There is also some similarity among the banks in the manner in which they select projects for financing. The institutions must be satisfied as to the technical soundness and economic feasibility of the borrowing enterprise. Some banks establish priorities for the selection of projects; some, particularly government banks, are provided with specific guidance in their charters as to what they can finance. Almost all avoid projects with political implications.

Development banks vary in the extent to which they make profitability a criterion in the selection of projects. A private bank tends to place greater stress on profitability than does a public institution, which gives greater weight to the project's potential contribution to the country's economic development.

The size of an investment in any particular project by a development bank is a matter dictated more by policy than by legal restrictions. The limit of investment in a particular industry or plant within an industrial sector is often expressed as a percentage of the bank's total capital. As regards individual projects, banks generally limit their financing to half or less than half of the costs. The minimum size of an investment undertaken by a development bank is usually dictated by administrative cost considerations; the institutions at the development bank conference found that loans of \$25,000-\$50,000 constitute the break-even point for them as regards return on investment in relation to handling costs.

Development banks make their investments in many different forms such as direct loans, equity investment, or the purchase of convertible debentures. The choice of form depends on a number of factors, such as the prevailing financial and economic environment, the capital structure of the borrowing enterprise, and others. Generally, a direct loan is the preferred form of assistance to new enterprises. For assistance to well-established concerns, however, equity is often the preferred form of investment by the development bank. A bank can sell such equity holdings as part of its effort to develop a local capital market. However, many banks have found it hard to persuade enterprises to share ownership.

The terms and conditions of loans extended by development banks vary among institutions. Generally, maturities tend to range from 5 to 15 years. The interest rate charged by the development banks at the conference ranged from 5 to 12 per cent, with the rate used by most banks falling in the 6 to 8 per cent range. In setting an interest rate, banks try to cover their administrative expenses, pay dividends, and provide some set-aside for reserves. Some set the interest rate below that prevailing in the market; others follow the market rate; in some instances the rates are above the market rate. Some banks have a single rate applicable to all financial transactions; others use a variety of rates geared to the particular projects being financed.

As regards security on loans, some banks require that collateral be equivalent to 200 per cent of the loan. In addition to a mortgage, some banks seek a guaranty by the owners or directors of the borrowing enterprise.

The loan contracts utilized by development banks incorporate many diverse features. In instances where, as part of its loan, the development bank is providing resources to meet foreign exchange costs of a project, the contract may provide for maintenance of value on the foreign exchange component. To protect against losses due to inflation, some banks use dollar clauses, or provide for acceleration of principal repayments if gross sales exceed the original forecast.

Banks often endeavor to exercise some degree of control over the enterprises to which they lend. Such control can involve placing a representative on the company's board of directors. Reports on the financial operations of the borrowing institutions are required and provision is often made for independent audits. There generally is end use supervision of the uses to which the development bank's loans are put by the borrower. Sometimes limitations are placed on the size of the dividends and salaries the borrow-

ing institution may pay during the life of the loan extended by a development bank.

By and large, the record of development banks presented at the International Bank conference has been exceptionally good. Losses have been small, in no case representing more than two per cent of the amount invested.

In the absence of Mr. de la Riviere, Mrs. Boskey also briefly discussed the two development banks in Puerto Rico. The Government Development Bank only makes "bankable loans." The Industrial Development Company does little financing but engages in much entrepreneurial activity and offers considerable technical assistance. For instance, it will build plants itself and train employees. It also does a good deal of promotional work to encourage new industries to move to the area, and it extends incentives such as freedom from rent for the first year of occupancy of a plant built by the government.

Management

THE PROBLEMS FACED BY A MANAGER of a development bank were discussed by Mr. Kheradjou. He spoke particularly from the standpoint of his experience as manager of a government development bank. The problems relate particularly to staffing, local pressures, experience of borrowers, and legal matters.

Staffing is a particularly acute problem. Development banks require special skills not ordinarily available in the commercial banking field. Furthermore, the requisite talent is seldom available locally in underdeveloped areas and must be recruited elsewhere. However, when a manager endeavors to recruit foreign talent for managerial positions in a new development bank he finds that his problems may be compounded rather than simplified. One of the biggest problems is that of language. If the foreign recruit does not speak the local language, then the manager finds it necessary to recruit a local individual who can serve as his interpreter and counterpart in running the affairs of his section of the bank.

The development bank manager, particularly of a government development bank, also finds himself subjected to numerous local pressures. There are the newspapers, for instance, who are often critical of the types of loans and the operations conducted by the local development bank. There is the legislature or parliament of the country which is acutely interested in the affairs of a government development bank. There are also government officials, particularly those with interests in industry, who may subject the bank to considerable pressure in order to obtain financing for activities of interest to them—and vice versa. The manager finds that resisting these pressures often leads to clamor, particularly from those who have been refused loans for the creation of a new development bank. Generally the pressures confronted by a development bank manager underscore the need for an independent board of directors for the bank who can share in the responsibility of making decisions on loans and other key operational matters.

The manager of a development bank also finds that prospective borrowers create problems. Merchants and traders are likely to know little of the technical aspects of industry but are thoroughly familiar with the marketing side; the younger men know the technical aspects but have no marketing experience. Of the two groups, the former are on the whole more likely to be successful and a better risk for the bank. In areas where no development banks have operated, and where there is little confidence in financing institutions, borrowers are suspicious of loan organizations. In many underdeveloped areas there is no understanding of

modern bookkeeping and auditing procedures. There is also a desire on the part of the applicant for complete privacy; he does not like other people delving into his financial affairs. This attitude is particularly acute in instances where enterprises have for decades been held within a single family. All these aspects create problems for the manager and make it difficult to develop a proper rapport with the prospective borrower.

Finally, the manager of a development bank is confronted by the local legal situation. He finds that he needs sound contracts in connection with his loans and that this often requires introducing new concepts into areas where legal terms and procedures are often not understood. The bank finds that it must often resort to extensive provisions in its contracts in order to ensure their enforceability in the local courts of law. These requirements are often difficult to explain to borrowers unfamiliar with the written contract technique.

Foreign Assistance

MR. PERRY DISCUSSED THE ACTIVITIES of the United States Government in support of development banks overseas, citing particularly the operations of the Development Loan Fund and the International Cooperation Administration. He indicated that U. S. aid agencies find development banks useful means of stimulating the more rapid growth of private enterprise in less developed economies. Such institutions, too, provide a means of demonstrating the value of medium and long term banking facilities to underdeveloped areas. They also constitute an institutional device for mobilizing private savings for effective development. By utilizing local facilities with knowledge of local conditions and borrowers, they provide a convenient means of making small loans from external assistance available to small entrepreneurs. The U. S. aid agency might otherwise find the cost of administering such small loans prohibitively expensive.

Assistance by the International Cooperation Administration to financing institutions overseas has included the use of counterpart funds to assist in the establishment of privately established development banks in India and Pakistan, sponsored and in part financed by the World Bank; the use of commercial banks in Jordan to administer U. S. financed loan funds to provide credits at reasonable rates of interest to local borrowers for specific development projects; assistance to specialized financing institutions, such as an agricultural bank in Libya; and the provision of technical assistance for the establishment of industrial districts, in countries such as India and Afghanistan, which bring together under one activity, capable of seeking loan assistance, a whole series of small individual enterprises.

The Development Loan Fund, in the short period of its existence, has made loans to established development banks in Turkey, Pakistan, and Somalia. In addition, it has provided loans to the Central Bank in Taiwan for relending to Chinese fishing enterprises and in the Philippines to aid Filipino industrial entrepreneurs.

Mr. Perry noted that the Development Loan Fund has encountered a number of problems in considering loan applications from development banks. Many bank proposals involve institutions so small, as regards resource availability and annual activity, as to raise serious questions regarding their viability. Many banks requesting DLF assistance lack sufficient local resources to finance the local costs of the project loans it makes in which DLF assistance covers the foreign exchange costs. Mr. Perry

indicated that DLF financing is generally limited to covering costs of capital imports and not local procurement or costs. The question of who bears the exchange risk on DLF loans—the bank or its borrowers—also poses a problem which in some instances can inhibit use of the DLF loans.

The interest rate to be charged by the borrowing development bank on loans it makes to its customers is also of interest to the DLF. Such a rate must be reasonable, taking into account local conditions and operating costs of the bank; at the same time, it should not be a usurious rate which precludes the use of the bank's resources for effective development projects, particularly private ones. Finally, the DLF is interested in the uses to which its loan assistance is put by the borrowing development bank. In the case of loans to industry, the DLF generally requires that its resources, when used by the development bank, go for industries that earn or save foreign exchange and not for activities whose continuance is dependent on net additional foreign exchange expenditures by the economy.

The DLF is continuing to explore various facets of development bank financing, including the possible use, in areas where long-term financing institutions are not now feasible, of overseas commercial banks to channel DLF loan assistance to small borrowers.

In closing, Mr. Perry noted the importance of technical assistance in the establishment and operation of develop-

ment banks. He cited the various forms of technical assistance that have been provided by ICA to assist development financing institutions abroad. These include establishing industrial research and development centers for advising private entrepreneurs on the establishment of new industries to be financed from existing lending institutions. Such centers provide customers for development banks. The ICA also finances surveys for the development of industrial districts. It assists in establishing productivity centers to advise existing plants on achieving higher levels of productivity. Finally, ICA provides advisors on finance and industry for use in connection with existing long-term financing institutions.

Factors of Success

MR. DEMUTH CONCLUDED the panel discussion by citing the experience of the World Bank in the establishment of privately owned development banks. He underscored the importance, in establishing such institutions, of insulating them from political pressures. The World Bank has assisted in establishing development banks recently in Turkey, India, Pakistan, and Ceylon.

The panel generally concluded that the key factor in the successful operation of a development bank is management. They also underscored the fact that each development bank must be tailored to its own particular local situation; there is no general inclusive formula for the establishment of a successful development bank.

The speeches made by the Honorable Paul G. Hoffman at dinner and by His Excellency B. K. Nehru at luncheon February 27 appear in the *Articles* section of this issue of the *Review*, together with the introductory remarks by Dr. William T. Sanders and Dr. Cleantho de Paiva Leite. Summaries of the five panel discussions appear in the *Forum* section.

Saturday, October 19, 1957. Sixty people, a large percentage of those invited, came to the meeting and after a day-long discussion—which included a luncheon speech by His Excellency U Win, then Ambassador from Burma—they instructed their chairman, R. W. (Pete) Hudgens, to appoint and head an Interim Commission, which was to take the steps necessary to get an organization started.

THE INTERIM COMMISSION had 40 members from a wide range of agencies, with Hudgens as Chairman, Hambidge as Executive Secretary, Jerome Jacobson as Treasurer, and Philip M. Glick as Legal Counsel. The Commission appointed seven committees immediately and two more later and held three meetings during 1958. The Executive Committee met every three or four weeks and the other committees as needed.

Very early in the proceedings Pete Hudgens enjoyed a coronary thrombosis while in Santiago, Chile. This was a considerable handicap to the others, but he was able to keep in touch with the work and resumed active participation as soon as he recovered.

Meanwhile, in January 1958, the *Society for International Development* was incorporated in the District of Columbia by three District residents (a legal requirement)—Robert E. Asher, Glick, Michael L. Hoffman—as an international non-profit scientific association. Glick and Marion Clawson drafted a Constitution and By-Laws, which the Interim Commission approved. Application was made to the U. S. Bureau of Internal Revenue for tax-exempt non-profit status.

The organization's first year was devoted largely to establishing the legal base, building membership, preparing to publish a journal (the *International Development Review*), exploring other possible activities, getting ready for the first conference, and seeking financial support.

All were successful except the last. Applications for grants were made to four large and more than 20 smaller foundations with no result except that several foundation

The SID Story

AT TWO MEETINGS in the Brookings Institution, Washington, in November and December 1955, Robert L. Oshins, then of the International Cooperation Administration, brought together a group of people from various agencies to discuss the possibility of organizing a professional society of persons engaged in international development, economic and social. One of its main activities would be to publish a journal for exchange of information and experience in this complex and rapidly expanding field. A number of people felt that the time was ripe for such an organization, and Oshins focussed their thinking.

The following year, 1956, Gove Hambidge spent as much time as he could spare interviewing some 50 individuals to get their views. They were on the whole strongly favorable. He also talked with officials in four foundations, who proffered spiritual encouragement but not material support.

During 1957 ten of the original group met rather frequently for lunch at Brookings as a Volunteer Organizing Committee dedicated to getting the idea translated into a corporeal body if possible. The outcome of the effort was the First Organizing Conference, held at Brookings on

officials liked *SID* enough to become members. Perhaps no foundation will make a grant until the organization has legal tax-exempt status. An effort to sell advertising space in the first issue of the *Review* among some 80 corporations that do a large international business was equally fruitless, probably because it was premature.

The lack of substantial financing meant that the new society could have neither a paid staff nor a rented office. It had to depend on voluntary services. Inescapable expenses such as typing, mimeographing, job printing, addressographing, stationery, and minimum equipment were met from membership dues. The Treasurer and the Legal Counsel carried on necessary *SID* business in their offices with their office help. The combination Executive Secretary-Editor installed files, books, work table, plug-in portable telephone, dictating machine, and duplicator in his bedroom. This became the main office of the *Society for International Development* and still is its editorial office, except on hot summer days when it is transferred to a shady place behind the garage in the back yard, where twelve pairs of burbling purple martins nest on top of a tall pole. Such working methods involve inconvenience and awkwardness, true; but they favor mental and spiritual equilibrium at a high level.

MEMBERSHIP GREW during the year at a satisfying un-hurried pace. One of the first steps taken was the preparation and printing of a brochure, of which perhaps some 3500 copies were distributed by members or sent to people whose names they suggested. The staff papers of ICA and the World Bank printed stories about *SID*. Watson Davis wrote about it in a Science Service release. An Indian paper printed a story, and there were notices in two or three professional journals. People began talking favorably about the organization in various quarters. So membership expanded on its own momentum, with no high-pressure drive or publicity. From the beginning, too, it was a professionally distinguished membership. The organization attracted people of good mind as well as good will, and its best propaganda was a list of those who had already joined.

Dues, which included the *Review* subscription, were set in the beginning at rates that differed geographically—\$10 for the USA and Canada, \$6 for Western Europe, \$3 for all other regions, \$3 for students. This was to provide an admittedly very crude approximation to income status. The heartening fact was that so many professional workers paid these dues on faith, with no real assurance that *SID* would ever be financially able to publish its journal. Some paid for two or more years in advance; some made contributions in addition to dues; one member sent \$100 as a no-interest loan. Thus, though the organization did not have much money, it was always financially healthy and solvent, thanks to this membership support:

The same spirit was evident in the case of the *Review*. Busy men took time to write articles without compensation or certainty that they would be published, and cheerfully revised them when necessary to include new developments as the months passed without sufficient funds for publication. Some good material inevitably became outdated and could not be used.

The same financial restrictions put limits on other activities. The Executive Secretary issued six mimeographed Progress Reports on *SID* affairs, but without staff or facilities it has not yet been possible to explore what needs to be and could be done in other directions suggested by the Program Committee. These suggestions included maintaining an up-to-date bibliography and an up-to-date listing

of agencies involved in international development; serving as a center or clearing house for information of various kinds, including fellowships; publishing an international development newsletter at fairly frequent intervals; preparing or sponsoring certain kinds of special reports or other documents; developing contacts and working relationships with universities and other organizations; and holding seminars and discussion meetings.

Two MAJOR ACTIVITIES were undertaken that paid their own way. One was the organization of a New York Chapter—a spontaneous development among *SID* members in the New York City area. Early in 1958 they began holding informal luncheon discussion meetings at the World Affairs Center, across the plaza from the United Nations, and elected Gordon Alderfer as Chairman. Theodore M. Steele as Secretary, and Miss Elena Shayne as Recording Secretary. An organization with a membership as widely scattered as that of *SID* needs local chapters if it is to realize its potential for developing friendly personal relationships, a sense of fellowship in highly significant undertakings, and on-the-spot interchange of ideas and experience. The New York Chapter provides a useful precedent.

The other feasible—and essential—activity was the holding of the first of the annual conferences of the membership prescribed by the Constitution. The Executive Committee (and later a special Conference Committee) began laying plans in the autumn. The program finally worked out for the two-day meeting was to consist of five round-table or panel discussions—three simultaneously Friday and two simultaneously Saturday—and dinner and luncheon speakers, in addition to a business session to elect officers and vote on the Constitution and By-Laws.

This first conference, held at the Shoreham Hotel February 27 and 28, 1959, was extraordinarily successful. More than 300 people attended, from many organizations, several states, and a number of countries. Over half were not members of *SID* but were attracted by the solid program of discussion and speeches—in effect, shop talk on a high plane among professional workers in many fields of international development. The atmosphere throughout was one of cordial friendliness that encouraged frank expression. Comment on the character and quality of the program by both members and non-members was enthusiastic, auguring well for future undertakings of this kind. The physical arrangements all worked smoothly. Not least among the satisfactions was the fact that, since no outside financial support had been forthcoming, the expenses of the conference had to be and were fully met, with a small favorable balance, by registration fees and the sale of dinner and luncheon tickets.

Limitations of staff and time precluded preparation for a normal election procedure at this first conference. The slate of candidates proposed by the Nominations Committee for officers and Council was therefore elected by acclamation. It was also agreed that for this first occasion the election of regional vice-presidents, who would serve as representatives of *SID* in various parts of the world, would be delegated to the Council, since it would require careful thought and a good deal of correspondence over a considerable period of time.

A NUMBER OF IMPORTANT DEVELOPMENTS have occurred since the conference.

After a month spent in cleaning up necessary post-conference business, Hambidge enjoyed a radical operation for prostate cancer early in April. This, together with the need to spend some time earning a livelihood, necessitated his resigning as Executive Secretary, though continuing to

serve as Editor. As an interim arrangement, Oshins agreed to take on the Executive-Secretarial duties. At the time of Hambidge's resignation the membership had reached 550.

Subsequently, at the first meeting of the new Council June 4, the President appointed Clawson Executive Secretary and Oshins Program Officer. Through the generosity of Resources for the Future, arrangements were made for Clawson and his secretary to spend a certain amount of time on *SID* affairs without compensation. In effect, this was an indirect and particularly helpful subsidy. Arrangements were made for *SID* to rent a small office for a nominal sum in Glick's suite at 1145 19th Street, N.W., for the use of the Executive Secretary.

The Council also accepted the offer made by an anonymous donor (a member of *SID*) to make a regular monthly contribution for a period up to a year to pay a token salary and some of the overhead expense for the *Review* editor.

Another offer gratefully accepted for the Council by the Executive Committee was that of the New York Chapter to take responsibility for spearheading efforts to raise funds for *SID*. A Finance Committee was appointed and promptly

began seeking \$100 institutional memberships from organizations interested in advancing the kinds of activity *SID* was established to undertake. The feeling was that, pending legal tax-exempt status which might make foundation grants possible, enough of these smaller contributions might be obtained to underwrite at least the initial issue of the *Review*.

Meanwhile the Editor continued readying this issue for publication in October, since institutional memberships began to come in at a promising rate. The appointment of an Editorial Board was postponed, however, so others would not have to share the blame for what had necessarily been a one-man operation.

So endeth the first chapter with its satisfactions and tribulations. This history and our leading editorial have tried to make clear how the *Society for International Development* came into the world; what it is ambitious to do in the service of mankind; and how a generous and loyal membership has lifted it by its bootstraps to the modest elevation wherè it now stands.

September 1959

Irving Swerdlow / Conrad Taeuber / Afif I. Tannous / Ralph L. Trisko / Joseph L. Tryon / S. H. Van Dyke / Joseph M. Whelton / Louis L. Williams / His Excellency U Win / Gerald F. Winfield.

The Interim Commission, 1958-59

Robert E. Asher / George A. Barnes / Lucy Brown / Marion Clawson / Harlan Cleveland / William N. Collison / Mrs. Frances W. Davis / João Gonçalvez de Souza / Theodore Geiger / Philip M. Glick.

Pedro Gonzalez / Daniel Haley / Gove Hambidge / Michael L. Hoffman / W. C. Hopper / R. W. Hudgens / Richard A. Humphrey / Henry Van Zile Hyde, M.D. / Jerome Jacobson / Martin Kriesberg.

Irvin Lechliter / Robert F. Lenhart / James Maddox / Barry Mountain / J. U. Mowll / Robert R. Nathan / Robert L. Oshins / Rev. John L. Peters / Ralph W. Phillips / Andrew E. Rice.

Emerson Ross / Hazel K. Stiebeling / Donald C. Stone / Hon. Gengo Suzuki / Conrad Taeuber / Robert Tetro / Rev. James L. Vizzard / M. L. Wilson / His Excellency U Win / Gerald F. Winfield.

The Officers and Committees of the Interim Commission, 1958-59

Chairman, R. W. Hudgens / Executive Secretary, Gove Hambidge / Treasurer, Jerome Jacobson / Legal Counsel, Philip M. Glick.

Executive Committee: R. W. Hudgens / Gove Hambidge / Jerome Jacobson / Philip M. Glick / Robert E. Asher / George A. Barnes / Marion Clawson / João Gonçalvez de Souza / Michael L. Hoffman / Robert F. Lenhart / Robert L. Oshins / Ralph W. Phillips.

Constitution Committee: Philip M. Glick, Chairman / Robert E. Asher / Richard A. Humphrey / Irvin Lechliter / Robert C. Tetro.

Membership Committee: Ralph W. Phillips, Chairman, succeeded by Dr. Henry Van Zile Hyde / Lucy Brown / Martin Kriesberg / James Maddox / Barry Mountain / Hazel K. Stiebeling.

Finance Committee: Robert Lenhart, Chairman / Pedro Gonzalez / Jerome Jacobson / Robert Nathan / Robert L. Oshins / Hon. Gengo Suzuki.

Journal Committee: Gove Hambidge, Chairman / William Collison / Theodore Geiger / Michael L. Hoffman / J. U. Mowll / Emerson Ross / K. S. Krishnaswami.

Associates in the Development of the Society

These lists of officers and of members of committees, commissions, councils, and other groups include only the names of the individuals. Organizational connections, titles, and addresses may be obtained from the *List of Charter Members* in this issue of the *Review*.

The Volunteer Organizing Committee, 1957

Robert E. Asher / Marion Clawson / Mrs. Frances W. Davis / Daniel K. Haley / Gove Hambidge / Martin Kriesberg / Robert L. Oshins / Donald J. Pryor / Andrew E. Rice / Gerald F. Winfield.

The First Organizing Conference October 19, 1957

John H. Adler / J. Russell Andrus / Robert E. Asher / Harold Ballou / Karl H. Baruth / Edward M. Bernstein / Joel Bernstein / Frederick J. O. Blachly / Roy Blough / Osborne T. Boyd.

Sune Carlson / Marion Clawson / Myer Cohen / William Norwood Collison / Mrs. Frances W. Davis / Calvert L. Dedrick / Kenneth H. Faris / Philip M. Glick / Daniel V. Haley / Gove Hambidge.

Michael L. Hoffman / Robert W. Hudgens / Jerome Jacobson / N. G. D. Joardar / Martin Kriesberg / Shraddha Kумари / Irvin Lechliter / Russell Lord / Frank Lorimer / P. N. Masaldan.

Joseph C. McCaskill / Ben T. Moore / Barry Mountain / J. U. Mowll / Robert R. Nathan / Robert Oliver / Robert L. Oshins / Rev. John L. Peters / Donald J. Pryor / John H. Reisner.

Andrew E. Rice / S. McKee Rosen / Vijay N. Shukla / Donald F. Simpson / D. P. Singh / Leo M. Solomon / Anatole A. Solow / Fred L. Soper, M.D. / Myles Standish / The Honorable Gengo Suzuki.

Program Committee: João Gonçalvez de Sousa, Chairman / W. C. Hopper / Rev. John L. Peters / Conrad Taeuber / Rev. James S. Vizzard / M. L. Wilson.

Publicity Committee: George Barnes, Chairman / Gerald Winfield / William N. Collison / Andrew E. Rice.

Conference Committee: João Gonçalvez de Sousa, Chairman / George A. Barnes / Dale Berman / Morris Greene / Martin Kriesberg / Robert F. Lenhart / Robert L. Oshins.

Nominations Committee: Conrad Taeuber, Chairman / Harlan Cleveland / Pedro Gonzalez / W. C. Hopper / Richard A. Humphrey.

Officers of SID—1959-60

President: Hugh L. Keenleyside

Vice President: P. S. N. Prasad

Regional Vice President for North America: Henry Van Zile Hyde, M.D.

Past President: Robert W. Hudgens

Executive Secretary: Marion Clawson

Treasurer: Jerome Jacobson

Editor: Gove Hambridge

General Counsel: Philip M. Glick

Program Director: Robert L. Oshins

Council of SID—1959-60

S. K. Anthony

Robert R. Nathan

Harlan Cleveland

Robert L. Oshins

Arthur Goldschmidt

Ralph W. Phillips

João Gonçalvez de Souza

Hazel K. Stiebeling

Michael L. Hoffman

Donald C. Stone

Willard Johnson

Rev. James L. Vizzard

Robert F. Lenhart

U Win

Charles J. Woodsworth

Finance Committee—1959-60

Robert W. Hudgens, Chairman / Willard Johnson, Vice Chairman / Roy Blough / Lincoln H. Clark / Arthur Fletcher / Arthur Goldschmidt / Samuel P. Hayes, Jr. / Theodore M. Steele.

That cooperation now engages large resources and the efforts of great numbers of individuals and organizations, public and private, throughout the world.

To promote greater effectiveness and better understanding among all those concerned in this work, which we believe will profoundly influence the future of our civilization, we, the charter members, have established the present Society.

NAME AND PURPOSES

Sec. 1. Name. This Society shall be known as the *Society for International Development*.

Sec. 2. Purposes. The purposes of the Society are:

1. To facilitate the national and international exchange of knowledge and experience among persons professionally employed, or otherwise interested, in international economic development and technical cooperation;
2. To advance, through research, publication and discussion, the science, processes and art of economic development and technical cooperation so that higher standards of living may be enjoyed, in larger freedom, with due respect for fundamental human rights;
3. To promote international understanding and international cooperation for social and economic development.

Sec. 3. Incorporation. The Society was incorporated under the laws of the District of Columbia on January 29, 1958, as an organization operated, not for profit, but exclusively for educational and scientific purposes. The Society will not carry on propaganda, or otherwise attempt, to influence legislation. It will not participate in any political campaign on behalf of any candidate for public office and it will not support any political party. These self-denying ordinances are equally binding upon the Society and upon all its Chapters in whatever country they may be organized.

Sec. 4. Activities. The Society will promote its purposes through meetings of its members for the interchange of knowledge and experience; through the activities of local Chapters; through the publication of a Journal and News-letters; through other research and publication; through workshops and conferences; and through such further means as the Membership or the Council may authorize.

THE MEMBERS

Sec. 5. Authority. The highest authority for deciding the policies and managing the affairs of the Society is the Membership duly assembled in the Annual Conference, or in a Special Conference duly called. The Membership interprets and amends the Constitution, elects the elective officers, resolves policy questions brought to it, and may confirm, revise, or repeal the action of the Council, the Executive Committee or any officer.

Sec. 6. Eligibility. Any person who is professionally employed, or otherwise interested, in international economic development and technical cooperation, and who wishes to further the purposes of the Society, shall be eligible for membership. An institution or organization shall be eligible, as such, for membership, but the right to vote provided herein for members may be exercised only by individual members.

Sec. 7. Classes. The membership of the Society shall be divided into three classes: members, sustaining members, and student members. Persons in attendance at a college or university, matriculated for a degree or as special students, and devoting the major part of their time to study, shall be classified as student members. The members in all classes shall have the same rights and privileges, subject to the exception with reference to voting rights stated in Section 6.

Sec. 8. Charter Members. All members of the Conference to Organize a Society for Economic Development and Technical Cooperation, held at the Brookings Institution, in Washington, D. C. on October 19, 1957 who so elect; all persons who become advance members of the Society on invitation of the Interim Commission; all persons who become members at the first Conference of the Members of the Society; and all those who become members within six months after that first Conference shall be deemed to be Charter Members of the Society.

Sec. 9. Dues. The Council shall have power, by regulation, to establish, and to revise from time to time, the dues to be paid by each class of members. Until the Council shall otherwise provide, the annual dues of members shall be as follows: sustaining members \$25 or more; members whose legal resi-

SID Legal Underpinnings

CONSTITUTION AND BY-LAWS

PREAMBLE

Science, the advance in man's knowledge of nature, by bringing man to the age of nuclear power and space conquest, has given international peace the new meaning of a condition essential for the continuance of mankind.

By discovering new resources, inventing new products, devising new ways of production, and achieving new mastery over life and death, it enables more human beings to reach higher levels of well-being than ever before.

By stretching a web of instant communication over the earth, it has opened men's eyes to new opportunities and stirred fresh aspiration for a better life.

To fulfill this aspiration and make these opportunities real in a manner consistent with the growth of individual freedom is a major part of the dynamics of peace, requiring widespread international cooperation for technical development and economic advance.

dence is in the United States of America or Canada, \$10; members employed by the United Nations or the Specialized Agencies, \$10; members residing in the United Kingdom, Western Europe, Australia or New Zealand, \$6; members residing in any other country, \$3; student members, \$3. Libraries, universities and other institutions may subscribe to the Journal of the Society, without becoming members, by paying \$7.50 per year or such other subscription price as the Council may establish.

Sec. 10. *Honorary Sponsors; Patrons.* The Council may designate, with their consent, distinguished persons associated with international technical and economic cooperation as Honorary Sponsors of the Society. Any individual or organization which shall contribute \$1,000 or more to the Society for the advancement of its purposes shall be deemed to be a Patron of the Society, and shall be listed as such in the records of the Society.

Sec. 11. *Rights.* All members shall have the right to attend the meetings of the Society, to vote (except as stated in Section 6), to hold office, to receive the Journal and other regular publications of the Society and to participate in its activities.

Sec. 12. *Delinquency; Expulsion.* After due notice, any member delinquent in dues for more than 6 months shall be dropped from membership. The Council may expel any member when it deems such action to be in the best interest of the Society.

THE COUNCIL

Sec. 13. *Membership.* The governing body of the Society shall be the Council, which shall consist of the President, the Vice President, the Regional Vice Presidents, the three most recent past presidents who are still members, and fifteen members elected by the Membership. The persons elected as the first members of the Council in the first meeting of the Incorporators of the Society shall serve as the full Council until the first Annual Conference of the Members. At the first Annual Conference of the Members, five members shall be elected to the Council for a term of three years, five for a term of two years, and five for a term of one year. Following the expiration of such first terms, the terms of all Council members shall be three years and until their successors are elected and take office. The President shall fill by appointment any vacancy in the Council caused by death, resignation or other inability to serve.

Sec. 14. *Powers.* The Council shall be vested with the management of the affairs of the Society and shall act in the capacity of a board of directors. The Council shall adopt such regulations as may be appropriate for the governance of the Society. It shall have the power to approve proposed budgets, authorize expenditures, seek and accept contributions, authorize contracts in the name of the Society, define and promote the activities of the Society, determine the eligibility of applicants for membership, authorize the employment of auditors, provide for the business and conduct of Annual and Special Conferences, and provide for the issuance and distribution of the Society's Journal and other publications. It may delegate powers and duties to officers and employees of the Society. The President of the Society shall be the chairman of the Council. In the absence of both the President and the Vice President, the Council may elect a temporary chairman. The Executive Secretary of the Society shall be the Executive Secretary of the Council. Meetings of the Council shall be called by the President, or upon the written request of five members of the Council.

Sec. 15. *Executive Committee.* An Executive Committee, which shall consist of the President, the Vice President, the most recent past President, the Editor of the Journal, the General Counsel, the Executive Secretary, the Treasurer, and two members of the Council appointed by the President with the approval of the Council, shall have the power to exercise all the functions of the Council between Annual Conferences of the Society and when the Council is not in session. The Executive Committee shall meet on the call of the President. All actions taken by the Executive Committee shall be reported promptly to the members of the Council.

Sec. 16. *Committees.* The Council shall establish and define the functions, and may at any time modify the number and functions, of all other committees, which shall be deemed to be committees of both the Council and the Society. Membership in the Council shall not be a prerequisite for membership in any committee, but each committee shall include at least one member of the Council.

THE OFFICERS

Sec. 17. *Officers.* The officers of the Society shall be a President, a Vice President, an Executive Secretary, a Treasurer, an Editor of the Journal and a General Counsel. The Council, in the interest of providing suitable geographic representation, may provide in its discretion for the election of Regional Vice Presidents. The President, the Vice President and the Regional Vice Presidents shall be elected by the members of the Society at the Annual Conference, for a term of one year and until their successors are elected and take office, but the President shall not be eligible for more than three consecutive annual terms. The Executive Secretary, the Treasurer, the Editor of the Journal and the General Counsel shall be appointed by the President with the approval of the Council, and shall serve at the pleasure of the Council. The same person may hold more than one of the appointive offices. Until the first Annual Conference of the Members the persons elected to serve as President, Executive Secretary and Treasurer at the first meeting of the Council of the Society may continue to serve in those offices and the Council may appoint the other appointive officers. The officers shall perform the functions customarily performed by holders of their respective offices and such other functions as the Council may assign to them.

Sec. 18. *Editorial Board.* The President, after each Annual Conference, after consulting with the Editor of the Journal, shall appoint seven members of the Society who shall serve with the Editor as the Editorial Board of the Society's Journal and such Editorial Consultants as may be deemed desirable. At least two of the members of the Editorial Board shall be replaced by new members in every year.

Sec. 19. *Location of Offices.* The Society may establish such offices, in such locations, as the Council shall determine. The resident office of the Society in the District of Columbia for legal purposes, until otherwise determined by the Council, shall be at the office of its General Counsel, and legal process against the Society may be served on its General Counsel.

NOMINATIONS AND ELECTIONS

Sec. 20. *Nominating Committee.* After each Annual Conference the President shall appoint, with due regard to geographic distribution and the Society's fields of professional interest, a Nominating Committee of not less than five members, and shall designate the chairman. The Committee may canvass the membership for suggested nominations and shall submit to the next Annual Conference at least one nomination for each elective office to be filled, including the elective members of the Council. The nominations shall be announced to the membership by any convenient means well in advance of the Annual Conference. Additional nominations, sponsored by at least ten members of the Society, may be offered from the floor at the Annual Conference, by any member, at the time the Nominating Committee makes its report, upon 24 hours' advance notice to the Executive Secretary.

Sec. 21. *Voting.* All nominations shall be voted on by separate vote for each office. All members present shall be entitled to vote. The nominee receiving the highest number of votes for each office shall be declared elected and shall thereupon take office. The Council may provide by regulation for the acceptance of mail ballots from members who do not reside in the country in which the Annual Conference is held, or are unable to be present at the Conference.

Sec. 22. *Mail Ballot in Emergencies.* The Council may provide for election by mail ballot to each member in any year in which it is impossible to hold an Annual Conference by reason of war or other emergency. Space shall be provided on the ballot for writing in the names of additional candidates. The nominee receiving the highest number of votes for each office shall be declared elected and shall thereupon take office.

QUORUM

Sec. 23. *Quorum.* Seven members of the Council, three members of the Executive Committee, and forty members of the Society shall respectively constitute a quorum. All actions shall be by a majority vote of the members present.

CHAPTERS

Sec. 24. *Policy.* It is the policy of the Society to encourage and recognize the establishment of local chapters of its members.

Sec. 25. *Council Powers.* The Council shall have authority to control the establishment, guidance and termination of local chapters, and may establish regulations for this purpose. The provisions of the Certificate of Incorporation and of this Constitution shall be equally binding upon the Society and all its Chapters. No Chapter, Council member, officer, or member of the Society shall speak or write in the name of the Society or on its behalf without authorization to do so given by the Council or by the President.

MEETINGS

Sec. 26. *Of the Members.* The Annual Conference of members shall be held at a time and place designated by the Council. The President or the Council may call Special Conferences of the members.

Sec. 27. *Other Meetings.* Meetings of the Council or Executive Committee shall be held upon written or printed notice to be mailed not less than 5 nor more than 40 days before the date of the meeting, unless the Council shall otherwise provide. Meetings shall be at the call of the President, or of any five members of the Council, or of three members of the Executive Committee. Other committees shall determine their own dates and procedures for meetings. The President shall have authority to call a meeting of the Executive Committee upon shorter notice, to be given orally or in writing, when he deems that necessary.

Sec. 28. *Waiver of Notice.* Any person entitled to vote at any meeting of members, or of the Council, or of the Executive Committee, may waive notice of the time, place, and purpose of such meeting either before or after the date of such meeting, and any action taken thereat shall, upon such waiver, be as valid as though notice had been given.

Sec. 29. *Action without Meeting.* Any action which might be taken at any meeting of the members, Executive Committee, or Council shall be valid without a meeting, if a written memorandum of such action is duly served upon all persons entitled to vote thereon in the manner prescribed for notice of a meeting, and if such action is approved in writing by a majority of the persons voting thereon, unless otherwise prescribed by law.

AMENDMENTS

Sec. 30. *Procedure.* This Constitution and By-Laws shall go into effect when adopted by the vote of three-fourths of the members of the first Council. It may be amended by a majority vote of the members present and voting at any Annual Conference of the membership, provided the proposed amendment or amendments have been approved by the Council, or have been submitted to the Executive Secretary by petition of 25 or more members at least 30 days prior to the Annual Conference at which they are to be voted upon.

CERTIFICATE OF INCORPORATION

WE, THE UNDERSIGNED, all citizens of the United States and a majority citizens and residents of the District of Columbia, of full age, desiring to associate ourselves as a corporation, for educational and scientific purposes, pursuant to the provisions of Title 29, Chapter 6 of the District of Columbia Code (1951), do hereby certify as follows:

First: The name by which this corporation shall be known in law shall be

SOCIETY FOR INTERNATIONAL DEVELOPMENT.

Second: The term for which it is organized shall be perpetual.

Third: The particular business and objects of the Society are as follows:

1. To facilitate the national and international exchange of knowledge and experience among persons professionally employed, or otherwise interested, in economic development and technical cooperation;

2. To advance the science, processes and art of economic development and technical cooperation through research, publication and discussion;

3. Through these means to promote international cooperation for social and economic development.

Fourth: Management of the affairs of the Society, including the power to adopt and amend appropriate by-laws, shall be vested in a governing council, to be known as the Council. The number of members of the Council shall be stated in the by-laws, except that for the first Council elected by the incorporators the number shall be seven.

Fifth: This corporation is organized, and shall be operated, not for profit, but exclusively for the educational and scientific purposes stated in this Certificate. No part of the receipts of the Society shall inure to the benefit of any individual, firm or corporation, except for actual services rendered or legitimate expenses incurred on behalf of the Society. The Society shall not carry on propaganda, or otherwise attempt, to influence legislation; and shall not participate in, or intervene in, any political campaign on behalf of any candidate for public office.

Sixth: The arrangements to govern eligibility for membership, the classes and fees of membership, the establishment, guidance and termination of local chapters, and all other matters of internal administration shall be those that are provided in the by-laws. The by-laws of this Society may carry the designation "Constitution and By-laws."

In Testimony Whereof, we have this 22nd day of January 1958, hereunto set our hands and seals.

(Signed) Robert E. Asher

(Signed) Philip M. Glick

(Signed) Michael L. Hoffman

BIOGRAPHS

Biograph: A biographical sketch. *Webster's New International Dictionary*

In the belief that it will be informative and useful to SID members, the *Review* in this section publishes biographs of individuals (including authors appearing in the current issue) and organizations (particularly but not exclusively those with which the individuals are associated). The latter, we believe, is a new departure in journalism which seems particularly appropriate in our case. Omission of a biograph (or of an accompanying portrait) is not intentional but is due to the fact that the necessary material was not sent to the Editor. We should appreciate opinions from readers regarding the value of this section.

In these biographs, SID members are designated by a small circle supra.

Individuals

Seth Kobia Anthony,° Chargé d'Affairs of the Embassy of Ghana in Washington, was attached to the Embassy as Counsellor beginning in 1957. In the Gold Coast Administrative Service, prior to the independence of Ghana, he served successively as District Commissioner; Assistant Secretary, Ministry of Defense and External Affairs; and Senior Assistant Secretary, Ministry of the Interior. In 1941-42, after training at Sandhurst, England, he served with the 81st (West African) Division in Burma, rising to the rank of Major, being twice mentioned in despatches and decorated M.B.E. (Military Division). Before the war, he taught for two years in Achimota College, Ghana. Born in Adafieu, near Keta, in June 1915, Major Anthony studied at the Ewe Presbyterian Church School (Keta), Achimota College, and St. Catherine's College, Cambridge, England. He is currently a member of the Council of SID. (Vol. I No. 1)

Eugene Robert Black was born in Atlanta, Georgia, in 1898—held high executive positions in Harris, Forbes & Co. and the Chase National Bank—became an executive director of the World Bank in 1947 and chairman and President in 1949. (Vol. I No. 1)

Shirley Boskey has been a member of the Technical Assistance and Liaison Staff, International Bank for Reconstruction and Development, since 1954. For the previous 10 years she served on the legal staff of the Office of Territories, U.S. Department of the Interior, most recently as Assistant Chief Counsel. An A.B. graduate of Vassar College in 1938, she attended the Columbia University Law School in 1938-40 and received her LL.B. from George Washington University Law School in 1941. She is a member of the New York Bar and the District of Columbia Bar. (Vol. I No. 1)

James W. Burke is College Relations Advisor and Chief in the Administrative Recruitment Branch of ICA, Washington. Previously he had been on the staff of the University of Massachusetts—4 years with the Extension Service and about 20 years as Secretary of the University and its Board of Trustees. During this time he dealt with all the administrative problems of university operation and development. Born in Manticore, Pennsylvania, in 1910, he received his university education at Cornell and the University of Massachusetts. (Vol. I, No. 1)

Maurice G. Candau was born in Rio de Janeiro in 1911 and received his medical training in the State of Rio de Janeiro School of Medicine, the University of Brazil, and Johns Hopkins University. Following a successful career in public health service in Brazil—during which he headed the *Servicio Especial de Saude Publica*, established cooperatively by Brazil and the (US) Institute of Inter-American Affairs—he joined the WHO staff in 1950. Three years later he became Director-General and in 1957 was reelected to a second term. Prior to 1953 Dr. Candau had served for a time as Assistant Director of the Pan American Sanitary Bureau, then headed by Dr. Fred L. Soper.⁹ Soper and Candau had been comrades in mosquito fighting in 1939 in Brazil, when the Government and the Rockefeller Foundation carried out a campaign against *Anopheles Gambiae*, carrier of yellow fever. (Vol. I No. 1)

Marion Clawson,⁹ director of work on land use and management for Resources for the Future (q.v. this issue), joined that organization in 1955 after several years' service in the U. S. Department of the Interior, including 5 years as Director of the Bureau of Land Management, which manages over 180,000,000 acres of public lands in the USA and an even larger area in Alaska. Previously he had spent 20 years in agricultural economics research—3 years with the University of Nevada Agricultural Experiment Station and 17 years with the USDA Bureau of Agricultural Economics, where he was the Department's representative in the comprehensive studies for the Columbia River Basin and the Central Valley of California projects. He participated as lecturer in the joint Pakistan-FAO-IBRD-UN Asian training center on agriculture and allied projects held in Lahore, served on an economic advisory team in Israel, and in 1959 went to Venezuela for the Consejo de Bienestar Rural to study the agricultural colonization program. Born in Nevada in 1905, he is a graduate of the University of Nevada and Harvard University (Ph.D.), has been active in several professional organizations, and is the author of "The Western Range Livestock Industry," "Uncle Sam's Acres," "The Federal Lands: Their Use and Management" (with Burnell Held), and "Farm Management" (with John D. Black, C. R. Sayre, and Walter W. Wilcox). A founder of SID and member of the Interim Commission, Mr. Clawson is currently Executive Secretary. (Vol. I No. 1)

Harlan Cleveland has been Dean of the Maxwell Graduate School of Citizenship and Public Affairs, Syracuse University¹⁰, since 1956. Previously he had been executive editor (and later publisher) of *The Reporter* magazine, following 14 years of public service as an administrator in Washington and abroad. Among the positions he held during this time were those of Assistant Director for Europe, Mutual Security Agency; director of the China program, ECA; director of the China office, UNRRA; deputy chief of the Mission to Italy, UNRRA. At the Maxwell School he has given special attention to the development of a program of preparation of Americans for overseas service. He is co-editor (with Gerard Mangone) of

"The Art of Overseasanship." Born in New York, N. Y., in January 1918, he is a Princeton University graduate (A.B. with high honors), was a Rhodes scholar at Oxford, and has received medals and honors from the governments of the United States, Italy, and China. A member of the SID Interim Commission, he is currently a member of the Council. (Vol. I No. 1)

Roy C. Dawson¹⁰ is Technical Officer, Food and Agriculture Organization of the United Nations, stationed in the North American Regional Office, Washington, since 1956 and responsible for technical liaison with institutions of the U.S., Canada, the United Nations, the Pan American Union, and others. In 1941-50 he was bacteriologist in the (USDA) Soil Conservation Service and in 1951-55 consultant on international programs in the (USDA) Agricultural Research Service. Born in Culpeper, Virginia, in May 1907, he has B.S. and M.S. degrees from the University of Maryland and Ph.D. from the University of Nebraska. (Vol. I No. 1)

Richard H. Demuth¹⁰ has been Director of the Technical Assistance and Liaison Staff of the World Bank since 1951, and has served as assistant to the President (1946-47), assistant to the Vice-President (1947-51), and assistant to the President of the International Finance Corporation (1956-57). Before joining the Bank staff he was an officer in the U.S. Army (2nd Lt. to Lt. Col.) assigned to legal duties (1942-46), special assistant to the (U.S.) Attorney General (1939-42), and a lawyer in New York 1934-39. Born in New York in September 1910, he has an A.B. degree from Princeton University and LL.B. from Harvard, where he edited the *Harvard Law Review*. (Vol. I No. 1)

Addison J. Eastman¹⁰ graduated from Biblical Seminary in 1946 and at once began missionary service in Burma under the American Baptist Foreign Mission Society. In Rangoon he was particularly concerned with students at the University, serving as chaplain of Judson Chapel, advisor to the Burma National Student Christian Movement, pastor of the Immanuel Baptist Church, member of the Burma Christian Council's Commission on the Study of Buddhism, and President of the American Association. On his return from Burma in 1958, he was appointed Director of the Missionary Personnel Program for the Division of Foreign Missions of the National Council of the Churches of Christ in the USA. (See Committee on Missionary Personnel, this issue.) In this post he is concerned with the recruitment, selection, and training of missionaries of various denominations. Each summer he serves as Director of the Missionary Training Conference in Meadville, Pennsylvania. (Vol. I No. 1)

Philip M. Glick¹⁰ is a member of the law firm of Dorfman and Glick, Washington, D. C. He was formerly (1948-1953) General Counsel of the Institute of Inter-American Affairs and the Technical Cooperation Administration in the United States Department of State. (The Institute administered the United States Point Four Program in Latin America and TCA administered that program throughout the world; the Institute was TCA's regional office for the Americas.) Earlier, he served successively as Assistant Solicitor of the United States Department of Agriculture and as General Counsel of the War Relocation Authority and the Public Housing Administration. He is the author of *The Administration of Technical Assistance* (University of Chicago Press 1957); and (with Under Secretary of Agriculture M. L. Wilson) *A Standard State Soil Conservation Districts Law* (U. S. Government Printing Office 1937). Each of the fifty States in the United States has, since 1937, adopted legislation modeled on this Standard Act. Mr. Glick was a founder of SID and has been its General Counsel from the beginning. (Vol. I No. 1)

Arthur Goldschmidt¹⁰ is Director of the Bureau of Technical Assistance Operations in the Department of Economic and Social Affairs of the United Nations. He joined the United Nations in 1950 as Director of Coordination and Planning of the Technical Assistance Administration. As Director of the Bureau he is responsible for the management of the program directly operated by the United Nations as part of the Expanded Program of Technical Assistance undertaken by the UN and the Specialized Agencies. In addition to extensive travel in the organization and administration of the program, he spent a year (1957-58) on a technical assistance assignment in Iran. Prior to his service in the United Nations, he had 18

years of service with the U.S. Government, primarily in the Public Works Administration and the Department of the Interior, where he was Director of the Division of Power. He was on the Preparatory Committee and a member of the U.S. Delegation to the United Nations Scientific Conference on the Conservation and Utilization of Resources; a member of the U.S. Inter-Departmental Executive Committee on Economic Foreign Policy and the Advisory Committee on Technical Assistance; an adviser to the U.S. Delegation to the Economic and Social Council in 1950. Born in San Antonio, Texas, Mr. Goldschmidt received his A.B. degree from Columbia University in 1932. A founder of SID and a member of the Interim Commission, he is currently a Council member. (Vol. I No. 1)

Gove Hambidge,^o writer and editor, was with the Food and Agriculture Organization for 11 years, first as Director of Information and later as North American Regional Representative; with the United States Department of Agriculture for 10 years as Editor of the Yearbook of Agriculture and coordinator of research information; a freelance writer for 10 years; a Hearst magazine editor for 5 years; a miscellaneous publicist and book and magazine editor for 10 years. He is the author of *Time to Live, Enchanted Acre, Six Rooms, The Prime of Life, Your Meals and Your Money, New Aims in Education, The Story of FAO*, and innumerable magazine articles, radio broadcasts, reports, etc. Born in Kansas City, Missouri, in November 1890, he received his A.B. degree at Columbia University in 1913 and has had a Pulitzer scholarship, a Carnegie Corporation grant, and the Lord & Taylor Design-for-Living award. A founder of SID, he was its first Executive Secretary and is currently Editor. (Vol. I No. 1)

Samuel P. Hayes^o is Director of the Foundation for Research on Human Behavior (q. v., this issue) and Professor of Economics, University of Michigan. His activities in economic development have included work in the Foreign Economic Administration 1943-45, mainly in Algiers, London, Oslo, heading staffs analyzing and approving civilian supply programs; Department of State, 1948-51: Special Assistant to Assistant Secretary of State for Economic Affairs, Secretary of the interdepartmental committee planning the Point IV program, Director of Program Planning and Advisory Staff, Technical Cooperation Administration; Economic Cooperation Administration 1951-53: Chief of U.S. Special Technical and Economic Mission in Indonesia, Assistant Director of Mutual Security Administration in charge of Far East programs. Among his publications on economic development is *Measuring the Results of Development Projects*, a guide for field use commissioned by UNESCO's Department of Social Sciences and published by UNESCO. Degrees: A.B., Amherst College, Ph.D., Yale University. (Vol. I No. 1)

Cannon C. Hearne^o is Director of the Foreign Training Division of the Foreign Agricultural Service (q. v., this issue), U.S. Department of Agriculture. Previously he had served in the Federal Extension Service as assistant county agent, county agent, supervisor of county agent work, university professor of extension education, and head of training in cooperative extension work. Born in Kansas City, Missouri, he received his B.S. degree from the University of Missouri and M.S. from the University of Wisconsin. He is author and co-author of a number of books and of bulletins and articles on the extension process and organization. (Vol. I No. 1)

Albert O. Hirschman^o is professor of international economic relations at Columbia University, New York. He had previously been visiting professor of economics at Columbia; Irving Fisher research professor of economics at Yale University; consultant to the social science staff of the Rockefeller Foundation; private economic consultant in Bogota, Colombia, for four years; economic advisor to the National Planning Board; and chief of the Western European Division of the Federal Reserve Board. Born in Berlin, Germany, in 1915, he studied at the Universities of Paris, London, and Trieste and was a Rockefeller student at the University of California. He is the author of *National Power and the Structure of Foreign Trade* (1945), *The Strategy of Economic Development* (1958), and many articles in professional journals. (Vol. I No. 1)

Michael Lindsay Hoffman^o has since 1957 been Director of the Economic Development Institute (q. v., this issue) of the

World Bank. For 11 years (1945-56) he was European Economic Correspondent of the *New York Times*, resident mostly in Geneva. From 1941 to September 1945 he was with the U.S. Treasury, serving as its representative at Allied Force Headquarters in Algiers and in London and Paris, and eventually becoming Acting Director of the bureau of Foreign Funds Control. He has taught at Trinity College, Hartford, Connecticut, and Oberlin College, Oberlin, Ohio, and has an A.B. degree from Oberlin College and Ph.D. from the University of Chicago. Mr. Hoffman was a founder and incorporator of SID and is currently a member of the Council. (Vol. I No. 1)

Paul G. Hoffman, business executive, corporation trustee, and economic liberal, is no stranger to public service. Starting with the Studebaker Corporation as an automobile salesman in 1911, he was president of the company by 1935. From 1942 to 1948 he was board chairman of the Committee for Economic Development. In 1948 President Truman appointed him to head the Economic Cooperation Administration, the first of the U.S. bilateral "foreign aid" agencies, set up to administer the European Recovery Program—the Marshall Plan. (ECA was succeeded by MSA, the Mutual Security Agency; FOA, the Foreign Operations Administration; and ICA, the International Cooperation Administration.) In 1952-53 Mr. Hoffman was the first President of the Ford Foundation. He became Managing Director of the Special Fund (United Nations) at the end of 1958. (Vol. I No. 1)

Elmer N. Holmgreen became Assistant Deputy Director for Operations, International Cooperation Administration, in March 1959, having previously served as Director of Food and Agriculture in MSA, FOA, and ICA in 1951-59; Special Assistant and Deputy Director of the Food and Agriculture Division of MSA in 1949-51; chief of the Food and Agriculture Division of the ECA Mission to the United Kingdom in 1948-49; and Chief of Agriculture in the ECA Mission to Greece in 1947-48. Previously he had been business manager of Texas Agricultural and Mechanical College, and had served in the U.S. Agricultural Adjustment Administration and the Extension Service. He was born in San Antonio, Texas, in 1901 and received his B.S. degree from Texas A. & M. College. (Vol. I No. 1)

Robert W. Hudgens^o has since 1953 been President of International Development Services, Inc.^o (q. v., this issue). In 1942-47 he was director of (Nelson Rockefeller's) American International Association for Economic and Social Development. Under Hudgens' direction, AIA's program of technical assistance was established in health, nutrition, agriculture, public administration, credit, education. In 1934-39 he was Director of the Southeastern Region of the (USDA) Farm Security Administration and served as Associate Administrator of FSA in 1939-1946. A member of the firm of Alester G. Furman Co., investment bankers of Greenville, South Carolina, in 1922-34, he was Chairman in 1933 of the Greenville Chapter of the American Red Cross, starting the rural rehabilitation program that first combined credit and education in the form later known as "supervised credit"—an institutional device that was extensively used by FSA and has since spread over much of the world. Mr. Hudgens has been Visiting Lecturer at Syracuse University and Regents Lecturer at the University of California. Born in Laurens, South Carolina, in 1896, he graduated from The Citadel in 1915. He was a founder of SID and Chairman of the Interim Commission, and is currently Past President. (Vol. I No. 1)

Henry Van Zile Hyde,^o M.D., served for four years as Chief of the Division of International Health in the U.S. Public Health Service before being assigned to the new post, created because of the importance of this field, of Assistant to the Surgeon General for International Health. Previously he had seen international service as Chief of Health and Sanitation of the Institute of Inter-American Affairs and Chief of the Middle East Office of UNRRA. He joined the U.S. Public Health Service in 1941 after private practice (internal medicine) in Syracuse, New York. A graduate of Yale University, he received his medical degree at Johns Hopkins in 1933. Dr. Hyde has long been associated with WHO affairs, having served as a member of the U.S. Delegation to the Technical Preparatory Committee for WHO in Paris, the (preparatory) International Health Conference in New York, the WHO Interim Commission, and each WHO assembly since 1948. He has also served on the Directing Council of the Pan American Sanitary Organi-



Anthony



Candau



Cleveland



Goldschmidt



Hudgens



Hyde

zation and on its Executive Committee. He is President of the American Council for Health Education of the Public and a member of various medical organizations. A founder of *SID*, he was on the Interim Commission and currently is Regional Vice President for North America. (Vol. I No. 1)

Jerome Jacobson,^o a founder and member of International Economic Consultants, served in various U. S. Government agencies, including the State Department, ECA, and MSA, from 1942 to 1951, when IEC was organized. Born in New Jersey in 1921, he received a B.S. degree from Rutgers University in 1942 and has carried on graduate work at American and George Washington universities in Washington. A founder of *SID*, he was the first Treasurer and continues to serve in that capacity. (Vol. I No. 1)

Willard Lyon Johnson^o is President of the Committee for International Economic Growth (*q. v.*, this issue) of which Eric Johnston is Chairman. Formerly Vice President of the National Conference of Christians and Jews, he was Secretary-General of the World Brotherhood movement in 1951-55, with headquarters in Geneva, Switzerland. The organization was concerned with intergroup relations in post-Hitler Germany and now has affiliated committees in forty countries of Europe and Asia. While at Geneva, he worked closely with many European leaders. In 1942-55 he served as representative of the National Conference of Christians and Jews at the United Nations and was secretary of the committee that petitioned the United Nations General Assembly for the treaty on genocide. After graduating from Drake University (A.B. and M.A.) he served as Dean of Men in 1934-38. He has worked extensively in the field of radio in Des Moines, St. Louis, and New York, and as commentator on the NBC network. Author of many articles on intergroup relations in educational and religious journals, he has been a member of the Board of Trustees of the Bureau for Intercultural Education and of the Institute for American Democracy, and member of the Executive Committee of the National Association of Intergroup Relations Officials and of the World Alliance for International Friendship through Religion. He was born in Sterling, Illinois, in December 1905. Mr. Johnson is currently a member of the *SID* Council. (Vol. I No. 1)

Hugh Llewellyn Keenleyside,^o Chairman of the [Canadian] British Columbia Power Commission and adviser to the Government of British Columbia on resource development policies, was Director-General of the United Nations Technical Assistance Administration for almost 10 years, from 1950 to 1959. He then became [UN] Under Secretary for Public Administration, retiring in the same year to return to Canada. Prior to joining the UN staff he had served as Deputy Minister of Canada's Department of Mines and Resources (and subsequently of the Department of Resources and Development); Canadian Ambassador to Mexico; Assistant Undersecretary of State for External Affairs; and Counsellor and First Secretary of the Department of External Affairs—a post which took him to Tokyo for about 8 years of service in Japan. He has served on a number of international councils and commissions, including the Arctic Research Advisory Committee (Chairman), the Advisory Committee on Northern Development, and the Advisory Panel on Atomic Energy. A member of many learned and professional societies, he holds an A.B. degree from the University of British Columbia, A.M. and Ph.D. from Clark University (Massachusetts) and honorary degrees from seven colleges and universities. He was born in Toronto, Ontario, in 1898. Mr. Keenleyside was elected the first president of *SID* at its first conference in 1959. (Vol. I No. 1)

Tai Dong Kim^o has been Chief of the Requirements and Co-ordination Bureau, Ministry of Reconstruction, Korea, since June 1956. His career in the Korean civil service goes back

to 1940 and includes important posts in the Bureau of Finance, the Monopoly Section of the U.S. Military Government, the Bureau of Policy of the Ministry of Foreign Affairs (Chief of Planning Section), the Korean Purchasing Mission in Japan (Deputy Director), the Korean Traders Association (Manager Japan Branch Office), the Eunsung Industrial Co., Seoul (Vice-President). He is a graduate of the Preparatory Course and the Law Department of Meiji University. (Vol. I No. 1)

Milic Kybal joined the staff of the [UN] Economic Commission for Latin America (*q. v.*, this issue) in 1948 and has been Chief of the ECLA office in Washington, D. C., since 1957. Previously he had served as economist with the Federal Reserve Bank of New York (1947-48), with the [U.S.] Office of War Information in New York and London and the Military Government in Germany (1944-47), and as a lecturer in economics at Whittier College (1940-43) and Iowa State University (1943-44). A naturalized U.S. citizen born in Prague, Czechoslovakia, in 1914, he has an A.B. degree from Toulouse University and LL.D. from Prague University, and was a fellow in economics at the University of California in Los Angeles in 1940-42. (Vol. I No. 1)

Robert F. Lenhart,^o Secretary of the Committee for Economic Development (*q. v.*, this issue) has been with that organization since 1944, first as Secretary of its Research and Policy Committee, then as Secretary of CED and of its R. & P. Committee. Since 1958 he has also been Executive Secretary of CED's Commission on Money and Credit. Prior to 1944 he worked for the U.S. Government—1936-42 as Chief, Field Section, Vital Statistics Division, Office of Civilian Defense; 1942-43 as Assistant to Director, Munitions Branch, Statistics Division; 1943-44 as Assistant to the Director, Committee for Congested Production Areas, Executive Office of the President. He received his A.B. degree from Syracuse University in 1934 and M.S. (Public Administration) from the Maxwell School, Syracuse U., in 1936. One of the founders of *SID* and active in the Interim Commission, Mr. Lenhart is currently a member of the Council. (Vol. I No. 1)

Ardron Bayard Lewis^o for 26 years—since he took his Ph.D. degree at Cornell University in 1933—has been an agricultural economist specializing in the improvement of agriculture and rural life in the United States and other countries. Three years at the University of Nanking, nearly a year in India during the war, four years with FAO including a summer in Poland in 1947, four years' service in Latin America, particularly in Puerto Rico, Costa Rica, Guatemala, and Peru, and three years of working with agricultural economists of Asia and the Far East for the Council on Economic and Cultural Affairs, have enabled him to study the factors associated with the economic and social development of many countries. He is a member of the American Farm Economic Association, the International Conference of Agricultural Economists, and the American Academy of Political and Social Science. (Vol. I No. 1)

Frederick Fouse Lininger,^o consulting agricultural economist, was FAO mission chief and agricultural adviser to the Government of Ceylon in 1957-58. He joined the FAO staff in 1948, serving first as special adviser to the Government of China (mainland), followed by 4 years at FAO Headquarters in Rome. Previously he had had 26 years' service with Pennsylvania State University, during which he was head of the Department of Economics and Director of the Pennsylvania Agricultural Experiment Station. Born in Martinsburg, Pennsylvania, in 1892, he took his M.S. and Ph.D. degrees at Cornell University and is the author of books and bulletins on marketing, farm management, and consumer cooperation. (Vol. I No. 1)

Ashok Mitra is a staff member of the Economic Development



Johnson



Keenleyside



Lenhart



Nathan



Oshins



Sanders

Institute (*q. v.*, this issue) of the International Bank for Reconstruction and Development.⁶ A graduate of the Netherlands School of Economics, Banaras Hindu University, and the University of Dacca, he was formerly with the National Council of Applied Economic Research, New Delhi; member of the secretariat of the United Nations Economic Commission for Asia and the Far East, Bangkok; member of the Economic Division of the Ministry of Finance, Government of India; and lecturer in economics at the Lucknow University. He is the author of *The Share of Wages in National Income*. (Vol. I No. 1)

Robert R. Nathan,⁷ consulting economist and attorney, has been President of Robert R. Nathan Associates, Washington (*q. v.*, this issue), since 1946. Previously he was Deputy Director of the Office of War Mobilization and Reconversion, chairman of the Planning Committee of the War Production Board, Chief of the Requirements Division of the Defense Advisory Commission and Office of Production Management, Chief of the National Income Division of the U.S. Department of Commerce. Born in Dayton, Ohio, in December 1908, he holds B.S. and M.A. degrees from the University of Pennsylvania and LL.B. from Georgetown University. He is author of *Mobilizing for Abundance* (1944), co-author of various publications on economics, a contributor to professional journals, former vice-president of the American Statistical Association, former national chairman of Americans for Democratic Action, a member of the Board of Directors of the National Jewish Welfare Board, and a member of the Commission on Money and Credit of the Committee for Economic Development. A founder of SID, he is currently a member of the Council. (Vol. I No. 1)

B. K. Nehru. Mr. Nehru's professional career is outlined in the speech of introduction by Dr. Leite in the *Articles* section of this issue of the *Review*. (Vol. I No. 1)

Robert L. Oshins,⁸ Research Director of the [U. S.] Democratic National Committee since 1 September 1959, was continuously associated with U. S. economic and technical assistance programs for 18 years, 1941-1959, after serving for 2 years, 1939-41, in the U. S. Department of Agriculture. Most recently he was Special Assistant to the Deputy Director for Technical Services in ICA. From 1942 to 1950 he served overseas in London, Paris, Bonn, and Athens. A founder of SID, he is currently Program Director and a member of the Council. (Vol. I, No. 1)

Hart Perry serves as principal operations official of the (USA) Development Loan Fund (*q. v.*, this issue), with the title of Deputy Managing Director for Loan Operations. In his previous position as Assistant Division Chief, International Division, Bureau of the Budget, he was responsible for analyses of appropriation requests of all U.S. Government agencies in the international field and reviewed legislative proposals and recommendations in the management and organization of the international agencies. He has an M.A. degree (political science and economics) from the University of Chicago. (Vol. I No. 1)

Ralph W. Phillips⁹ is Director of International Organization Affairs in the Foreign Agricultural Service, U.S. Department of Agriculture. Previously he was Deputy Director of the Agriculture Division, Food and Agriculture Organization of the United Nations. Although a specialist in animal genetics and physiology, including animal climatology, during the 10 years he served with FAO he initiated and participated actively in the building up and supervision of its agricultural activities in many fields; and he spearheaded the development of the work of the International Rice Commission. He has authored or co-authored about 160 publications, including *The Livestock of China* (Dept. of State), *Breeding Livestock Adapted to Unfavorable Environments* (FAO), *The Organization of Agri-*

cultural Research in Europe (FAO), *Zebu Cattle of India and Pakistan* (FAO), and *Types and Breeds of African Cattle* (FAO). Born in West Virginia, Dr. Phillips graduated from Berea College and received the M.A. and Ph.D. degrees from the University of Missouri and an honorary D.Sc. from Berea College. He served on the staffs of the University of Massachusetts, Utah State University, the Department of Agriculture, and the Department of State (as adviser to the governments of China and India in 1943-44) before joining the FAO staff in 1946. Dr. Phillips has been active in SID from the beginning and is currently a member of the Council. (Vol. I No. 1)

P. S. Narayan Prasad¹⁰ has been Assistant Director of the Economic Staff of the World Bank since 1957 and in 1953-57 was Executive Director for India on the International Monetary Fund. Born in India in 1910, he has degrees in economics from Andhra and Benares Universities and was at one time head of the Economics Department at Jaipur College, Jaipur. He has been Economic Adviser to the Reserve Bank of India and adviser to various Indian delegations in economic and financial conferences, and he took an active part in the first six Colombo Plan conferences. He is currently Vice-President of SID. (Vol. I No. 1)

Arthur F. Raper¹¹ is Assistant Chief of the Orientation and Counseling Branch, Career Development Division, in the Personnel office of ICA. Previously he has served in ICA as Regional Community Development Advisor for the Near East and South Asia with headquarters in Tehran; consultant in the Community Development Division, Washington; Project Evaluation Advisor in Taiwan; and consultant to ICA predecessor agencies in South East Asia and the Far East. In 1940-52 he was Social Scientist in the USDA Bureau of Agricultural Economics and during part of this time was consultant on rural organization and agrarian reform to the Supreme Commander of the Allied Powers. Earlier in his career he was research assistant in the Institute for Social Science Research, U. of North Carolina; research director of the Commission on Interracial Cooperation, Atlanta, Georgia; and staff member of the Myrdal Carnegie Study of the American Negro. Born in North Carolina in November 1899, he has A.B. and Ph.D. degrees from the U. of North Carolina and M.A. from Vanderbilt University. (Vol. I No. 1)

Richard W. Reuter has been Executive Director of CARE (*q. v.*, this issue) since 1955. Since joining the agency in 1946, he has traveled over a million miles reviewing economic and social conditions overseas. Previously he was with the Abraham & Straus Department Store, Brooklyn, New York, served for almost two years with the American Friends Service Committee, and was assistant editor of *Town and Country* magazine. Living in East Setauket, New York, he is president of the New York State Citizens Council, and a member of the Board of Directors of the Philippine-American Science Foundation. In recognition of his service to their people, through CARE, he has been awarded the Philippine Government's Legion of Honor, with rank of Commander, the Italian Government's Order of Merit, and similar decorations from the governments of Greece and Bolivia. Born in Brooklyn in 1918, he has an A.B. degree from Amherst College and studied Business Administration at Columbia University. (Vol. I No. 1)

William Sanders, Assistant Secretary General of the Organization of American States since May 1958, had previously served with the Pan American Union for a number of years beginning in 1932. In 1936 he established and headed the PAU Juridical Division, subsequently becoming principal attorney in the office of the [USA] Coordinator of Inter-American Affairs. Beginning in 1942 he served for a considerable period in the Foreign Service of the U.S. Department of State, carrying out



Stiebeling

Vizzard

many special assignments in Latin America or in connection with inter-American affairs. For about 5 years he conducted a seminar on international law and organization at Georgetown University (Washington, D. C.), and has done a good deal of writing in this field. A member of the District of Columbia Bar, he received an A.B. degree from Stanford University, M.A. from George Washington University, and law degree from Columbus University, and has studied at Oxford. (Vol. I No. 1)

Binay Ranjan Sen had a long and distinguished career in public service before being elected Director-General of FAO in September 1956. Born in 1898 and educated at Calcutta and Oxford Universities, he entered the Indian Civil Service in Bengal in 1922 and held a number of important administrative and secretarial posts in succession. In 1942 he directed the evacuation of war refugees from Burma and later was in charge of famine relief during one of India's worst famines. Next he was assigned to manage the collection, storage, and distribution of food for the population of some 350 million. Then came ten years of diplomatic service, beginning in 1947, as Minister in Washington, Ambassador to Italy and Yugoslavia, Ambassador to the USA and Mexico, Ambassador to Japan. At various times during this period he represented India in the UN General Assembly, the Security Council, ECOSOC, and FAO, becoming Vice-Chairman of the FAO Council in 1949. He has four daughters (one married to an American), four grandchildren, and a keen interest in music, art, and tennis. (Vol. I No. 1)

George S. Springsteen, Jr., was appointed Finance Officer of the (USA) Development Loan Fund (*q. v.*, this issue) in 1958. In 1949-58 he was international economist in the Department of State, specializing in the economic development of the less developed areas, particularly in South Asia and the Far East. In this post he served on a number of U.S. delegations to ECAFE, the Colombo Plan Consultative Committee, the working group on an Asian Regional Nuclear Center, and the negotiating and drafting group for an Inter-American Financial Institution. Born in New York in January 1943, he holds B.A., M.A., and Ph.D. degrees and taught at Tufts College in 1947-49. (Vol. I No. 1)

Hazel K. Stiebeling is Director of the (USDA) Institute of Home Economics (*q.v.*, this issue), where she administers research programs on food and nutrition, household economics, textiles and clothing, housing and household equipment. Previously she was Chief of the former Bureau of Human Nutrition and Home Economics. Coming to the USDA in 1930, she carried out studies that resulted in a method of correlating food consumption (individual, family, and group) with nutritional status which proved to be so useful that it was adopted throughout the United States and eventually much of the world as a guide for family food buying and for community and national production planning. As a result, her services have been much in demand internationally. A member of nine out of ten U.S. delegations to FAO conferences as well as to regional conferences in Latin America, she served on the FAO Advisory Committee on Nutrition, the FAO/WHO Joint Advisory Committee on Nutrition, and the FAO/WHO Expert Committee on Protein Requirements. Few women have been so highly honored for professional service; Dr. Stiebeling has won successively the Borden award (1943), the Distinguished Service Award (1952—highest honor of the USDA), the National Dairy Council's Citation of Honor (1958), the President's Award for Distinguished Federal Civilian Service (1959—highest U.S. Government honor granted a civilian employee). A native of Ohio, she holds M.A. and Ph.D. degrees from Columbia University, honorary LL.D. from Skidmore College, honorary D.Sc. from Iowa State College, honorary LL.D. from Michigan State College. Dr. Stiebeling was a member of the

SID Interim Commission and is currently a member of the Council. (Vol. I No. 1)

Donald Crawford Stone,^a dean of the Graduate School of Public and International Affairs (founded in 1958) of the University of Pittsburgh, has had a varied career in government and international administration and in education. Prior to the Pittsburgh appointment, he had served as President of Springfield College (Massachusetts); Director of Administration of ECA—where he helped to organize the Marshal Plan and Asian programs—and later of MSA; assistant director of the U. S. Bureau of the Budget (9 years) in the Executive Office of the President; member of many USA international delegations, including the San Francisco United Nations conference (where he was alternate to Senator Vandenberg and to Adlai Stevenson) and the UNESCO Preparatory Commission; member of the UN standing committee on administration and budget and the U. S. National Commission for UNESCO; participant in 10 foreign conferences of the International Institute of Administrative Sciences; and head of the Public Administration Service, where he directed over 100 surveys and reorganizations of city, county, state, and national agencies. He has served as consultant to many governmental, international, and private organizations and is a member of several professional associations. Born in Cleveland, Ohio, in June 1903, he holds an A.B. degree from Colgate University, M.S. from Syracuse, and LL.D. (honorary) from George Williams College. A member of the SID Interim Commission, Dean Stone is currently a member of the Council. (Vol. I No. 1)

James L. Vizzard, S.J.,^a has been actively associated with the National Catholic Rural Life Conference (*q. v.*, this issue) since 1951, first as a member of the Board of Directors, subsequently as Chairman of the Policy Committee, Director of the Washington Office, and (currently) Vice-President. Born in San Francisco in 1916, he entered the Society of Jesus in 1933, holds M.A. and S.T.L. degrees, did graduate work in economics at Georgetown University (Washington, D. C.), and lectured on political science and economics at the University of Santa Clara (California). A member or officer of the Catholic Association for International Peace, the Committee for International Economic Growth, and the Point 4 Committee, he has done much speaking and writing on international affairs, economic development, and technical assistance. Father Vizard was a member of the SID Interim Commission and is currently on the Council. (Vol. I No. 1)

Abdalla Abdel Wahab,^a Deputy Permanent Under Secretary in the Ministry of Finance and Economics of Sudan (*q.v.*, this issue), has been with that ministry since 1949, when he joined the Revenue Section after graduating (with distinction) from the University of Khartoum, then known as the Higher Schools. Later that year he began a four-year course in St. Andrews University, Scotland, receiving his M.A. (with honors in economics) in 1953. Subsequently he served in the Ministry of Finance and Economics as a member of the Development Branch and then as Assistant Commissioner for Development, also assuming the duties of Commissioner on Sudanization and acting as representative in the Branch for several other government agencies. In 1956 he became head of the Economics Branch and Assistant Permanent Under Secretary of the Ministry. This Branch is responsible for administration of the currency, control of commercial banks, control of foreign exchange reserves, and administration of government loan facilities. He has served on delegations concerned with Sudan's economic and trade relations with several countries, including Egypt, Saudi Arabia, France, and Yugoslavia. He was born in Tuti Island in Khartoum Province in 1927. (Vol. I No. 1)

Edward W. Weidner^a is professor of political science and Director of the Institute of Research on Overseas Programs (*q. v.*, this issue), Michigan State University. Among former positions he has held were those of chief advisor, Vietnam Project of Michigan State University, Saigon (1955-56); coordinator, Vietnam Project (1956-57); chairman, Department of Political Science, Michigan State University (1952-57); consultant, Foreign Operations Administration, Vietnam (1954-1955); consultant, Ford Foundation, Pakistan (1956). He has had extensive foreign residence and travel, and in 1958 carried out research in 22 countries, including Latin America, Europe, the Middle East, and Asia. Author or co-author of several books and monographs, including *The International Programs of American*

Universities, he is a member of several committees of professional associations, including currently the Comparative Administration Committee of the American Society for Public Administration. (Vol. I No. 1)

Gerald F. Winfield, Chief of the ICA Communications Media Staff (q. v. this issue), was formerly Acting Deputy Director of the (TCA) Mission to Burma and Program Officer of the (ECA) Mission to Saigon. Prior to his government service, he was for 5 years Promotion Secretary of the United Board for Christian Colleges in China and New York, responsible for public relations and fund-raising for 13 American Christian colleges in China. During the war he was the originator and director of the UN Motion Picture News Office in Chungking, where he developed a nationwide audio-visual program using filmstrips to tell the Chinese people about the course of the war. From 1932 to 1942 he was Professor of Biology in Cheloo University College of Science and lecturer in parasitology and public health in the Cheloo College of Medicine. He is the author of *China, the Land and the People* and numerous articles and scientific papers. He has spent 17 of the last 28 years in the Far East and recently returned from an extensive trip through Latin America. In 1953 he was Lecturer in Far Eastern Affairs in the Johns Hopkins University School for Advanced International Studies, Washington, D. C. Degrees: B.S. (Chemistry) 1928, Southern Methodist U.; M.S. (Zoology) 1929, U. of Illinois; Sc. D. (Hygiene-Public Health) 1932, Johns Hopkins. A founder of *SID*, Dr. Winfield served on the Interim Commission. (Vol. I, No. 1)

51
laymen. Its focus is on the world's less developed areas. Formed in March 1958 as an outcome of the White House Conference on Foreign Aspects of U.S. National Security, CIEG organized a second large and equally successful conference, on India and the USA, which was held in Washington in May 1959. The Committee publishes an 8-page monthly tabloid-type journal called *Economic World* (edited by Harriet S. Crowley¹ and Thomas W. Wilson, Jr.²), Fact Sheets for editorial writers and others on major programs and institutions, and study guides and discussion materials for U.S. organizations. It also provides newspapers and other mass media with background and other information and distributes visual materials, including exhibits, motion pictures, and TV films. If funds become available, it plans to expand its work to include educational television, preparation of digests, and other activities. Chairman, Eric Johnston; President, Willard F. Johnson;³ Executive Director, George A. Barnes.⁴ Address: 1028 Connecticut Avenue, N.W., Washington 6, D.C., USA. (Vol. I No. 1)

Committee on Missionary Personnel: A committee composed of the "candidate secretaries" of Mission Boards, of which some 79, representing 45 denominations, are united in the Division of Foreign Missions of the National Council of the Churches of Christ in America. The Committee is responsible for the interdenominational missionary training conference held for 6 weeks each year at Allegheny College, Meadville, Pennsylvania. About 130 missionaries attend this intensive orientation course prior to going abroad for the first time. The Committee also provides an information service for mission boards and individuals. Address: Assistant Secretary for Missionary Personnel, Division of Foreign Missions, 156 Fifth Avenue, New York 10, N.Y., USA (Vol. I No. 1)

The Council on Economic and Cultural Affairs: Founded by John D. Rockefeller 3rd, who serves as its President. Primarily concerned with the advancement of rural people in Asia, the Council aids in training Asian agricultural economists and experts for rural community development. It has stationed two of its staff experts in Asia and has sent, or enabled U. S. universities to send, visiting professors to Asian agricultural colleges; Cornell University, for example, supplied the College of Agriculture of the University of the Philippines with two professors of rural government in succession. The Council enables a few carefully selected younger agricultural economists and community development experts to study in the USA or elsewhere, provides modest grants for research to former students, and furnishes books and equipment to Asian institutions. During its first three years the Council was headed by Dr. J. Lossing Buck,⁵ former head of the Department of Agricultural Economics at the University of Nanking and member of the FAO staff. The present Executive Director is Dr. Arthur T. Mosher,⁶ for many years principal of the Allahabad Agricultural Institute in India. Address: 630 Fifth Avenue, New York 20, N. Y. USA (Vol. I No. 1)

The Department of Technical Cooperation, Organization of American States: The unit in OAS responsible for coordinating the administration of 4 major programs—Technical Cooperation, Direct Technical Assistance, Fellowships, Exchange of Persons. (1) The Technical Cooperation projects consist mainly of inter-American training centers established in different countries. In 1959 these centers included economic and financial statistics (Chile), rural education (Venezuela), evaluation of natural resources (Brazil), technical education for improvement of agriculture and rural life (Costa Rica), Foot and Mouth Disease Center (Brazil), planning and administering social welfare programs (Argentina), applied social sciences (Mexico), business administration (Brazil), care of crippled children (Mexico). (2) Direct Technical Assistance consists of short-term missions of experts who assist in planning or developing scientific programs; there were 40 such missions last year. (3) The Fellowships Program, which started in 1958, offers fellowships for advanced study, training, or research, in member states other than those of the applicants, for periods of 3 months to 2 years. In 1958-59 the number of fellowships was 164; in 1959-60 it may be as much as 350 more. (4) The Exchange of Persons Service is concerned with all aspects of the exchange of students, young people, teachers, and others among countries.

OAS is actively planning new projects and programs in these and related fields. In general, the major emphasis throughout is on education. The Pan American system includes a number

Organizations

CARE: A non-profit organization, now known as the Cooperative for American Relief Everywhere, Inc. Beginning shortly after World War II, it is incorporated under the laws of the District of Columbia to provide a service through which donors can supply or make available goods and services abroad for relief, rehabilitation, and reconstruction. In accordance with its purposes, groups and individuals may send through CARE's four-part program, food, tools, textiles, plows, medical supplies, sewing machines, audio-visual equipment, books, and many other items to individuals, groups, and communities abroad. The CARE machinery is also used by government and non-profit agencies on a contractual basis for special programs, including procurement and distribution of surplus agricultural commodities, books, and scientific equipment. Address: 660 First Avenue, New York 16, N. Y., U.S.A. President, Harold S. Minor. Board Chairman, Murray D. Lincoln. (Vol. I No. 1)

The Committee for Economic Development: An organization of U. S. business leaders and college presidents concerned with the development and effectuation of governmental and business policies favorable to "high levels of employment, increased productivity, higher living standards, stable price levels, and greater economic stability in a dynamic free society." It conducts research and develops views and proposals through a Research and Policy Committee, an Area Development Program Committee, and a Business-Education Program which includes discussion and research centers and a council on economic education. Recent CED publications concerned with international affairs include *The European Common Market and Its Meaning to the United States* (1959), *Economic Development Assistance* (1957), and *Economic Development Abroad and the Role of American Foreign Investment* (1956). President: Alfred C. Neal. Board Chairman: Donald K. David, Ford Foundation. Address: 711 Fifth Avenue, New York 22, N. Y.; 1000 Connecticut Avenue, Washington, D. C., USA. (Vol. I, No. 1)

The Committee for International Economic Growth is an independent, nonpartisan, non-profit [U.S.] citizens' organization supported by private contributions and devoted to distributing information about international economic affairs for interested

of specialized agencies which cooperate in the programs. Director of the Department of Technical Cooperation: Dr. João Gonçalvez de Souza^o. Address: Pan American Union, Washington 6, D. C., USA. (Vol. I No. 1)

The Development Loan Fund: A U. S. Government corporation established in 1957 to make financing available for investments in underdeveloped countries. The Congress has appropriated \$850,000,000 for its operations since 1957. DLF finances economic-overhead projects such as roads, railroads, dams, harbors; directly producing undertakings such as industrial, mining, shipping, fishing, or agricultural enterprises; or financial enterprises such as development banks. Financing is provided in the form of credit, not grants, but repayments may, where necessary, be made in currencies other than dollars. Loans may be made to U. S. or other nationals as individuals and to private businesses, governments, financial institutions, and international organizations. Loans smaller than \$100,000 are not considered. Address: 1025 Fifteenth Street, N. W., Washington 25, D. C. Managing Director, Dempster McIntosh. Board Chairman, C. Douglas Dillon, Under Secretary of State for Economic Affairs. (Vol. I No. 1)

The Economic Commission for Latin America: A regional commission established in 1948 by the United Nations Economic and Social Council. Its members are the twenty Latin American Republics, the United States, France, the Netherlands, and the United Kingdom. The Secretariat is located in Santiago, Chile. A branch has been set up in Mexico City and an office in Washington, D.C. ECLA's activities in economic development are undertaken through research, advisory services to member governments, and technical studies and meetings. ECLA publishes an annual *Economic Survey of Latin America* and an *Economic Bulletin* twice a year, in addition to its publications originating from the activities mentioned. The postwar economic development of individual countries, and projections of future development trends, have covered Argentina, Bolivia, Brazil, Colombia, Ecuador, El Salvador, Mexico, Panama, and Peru; studies on Honduras and Costa Rica are in progress. Selected industrial sectors have also been analyzed, usually from a regional standpoint: cotton textiles, pulp and paper, iron and steel, the mechanical industries (particularly automotive and railway equipment). Certain chemical industries are being studied at present. The Mexico office was mainly responsible for the technical studies required for the creation of the Central American Economic Integration Program, a form of near customs union. ECLA's activities are mainly concentrated at present on examining the various alternatives for the creation of a Latin American common market as one of the main instruments for accelerating economic development in the area. Director, Raúl Prebisch, Santiago, Chile. (Vol. I No. 1)

The Economic Development Institute: Established by the World Bank^o in 1955, with financing from the Ford^o and Rockefeller foundations, as a "staff college" for senior officials from underdeveloped countries. It provides a 6-month course of study each year for a selected small group of experienced administrators whose daily work involves decisions on economic policy and the formulation and administration of development programs or projects. The course of study has a practical orientation and includes seminars and lectures, field trips, and individual and group work on specific problems. Participants in any course are limited to about 20. Candidates must be nominated by the government of a member country of the Bank. The Institute pays travel expenses to Washington and return and an allowance for living expenses during the course. Address: 1620 Belmont Street, Washington 9, D. C. Director: Michael L. Hoffman.^o (Vol. I No. 1)

Foreign Agricultural Service, U. S. Department of Agriculture: The *Foreign Training Division* helps to coordinate and mobilize the resources of USDA, the land-grant colleges, and other U. S. agricultural interests to guide agricultural leaders and officials from other countries in the study of U. S. agricultural techniques and organization. Stress is laid on training that will help them to develop or expand their agricultural services and institutions. Director, Cannon C. Hearne.^o Address: Washington 25, D. C., USA. (Vol. I No. 1)

Foreign Agricultural Service, U. S. Department of Agriculture: *International Organization Affairs* is the unit responsible for coordinating USDA participation in international organizations and in international meetings sponsored by governmental and

non-governmental groups. Each year the Department sends representatives to a substantial number of international and foreign meetings to exchange scientific and economic information, negotiate regarding agricultural problems, and support foreign policy where agricultural matters are involved. Inter-governmental organizations in which the Department has a primary interest include FAO, the Inter-American Institute of Agricultural Sciences, and several commodity councils. The Department also has an interest in the activities of other organizations in the U. N. family and in organizations such as OAS, the Pan American Sanitary Organization, the Caribbean Commission, and the South Pacific Commission, as well as in international congresses concerned with dairying, poultry, forestry, genetics, grasslands, veterinary services, and others. Interagency and inter-departmental coordination is achieved in part through a series of inter-departmental committees. For FAO affairs, the Department of Agriculture has primary responsibility through the U. S. FAO Interagency Committee; for certain other organizations there are standing committees in which the Department holds membership. Director for International Organization Affairs: Ralph W. Phillips.^o Address: Washington 25, D. C., USA. (Vol. I No. 1)

The Foundation for Research on Human Behavior: A national, non-profit organization which promotes and supports scientific studies of people as they work together, communicate with each other, and purchase goods and services. The Foundation arranges seminars at which social scientists and representatives of business, government, and other organizations review the recent findings of such studies, discuss the practical applications of the findings, and identify priority problems needing further research. The Foundation publishes reports of these seminars and helps finance new empirical studies at many universities. It does not research itself. Much of the Foundation's activity has important implications for international economic development.

Among the studies the Foundation has supported are interview studies of leadership, supervision, and communication, field studies of the adoption of new products and farm practices, surveys of consumer behavior, case studies of motivational and social-psychological factors in the productivity of scientists, and appraisal of factors influencing the success of programs of training foreign nationals in the United States. Seminars arranged by the Foundation have discussed these and related studies and also recent findings of research on training in human relations, communication in organizations, assessing managerial potential, creativity and conformity, managing major change in organizations, and group influence in consumer behavior. Reports of these seminars are available from the Foundation. In addition, the reports of the Foundation's seminars held from 1954 through 1956 have been brought together in a book entitled *Some Applications of Behavioural Research*, which UNESCO published in 1957. Address: 1141 E. Catherine Street, Ann Arbor, Michigan, U. S. A. Director: Samuel H. Hayes.^o (Vol. I No. 1)

(ICA) Communications Media Staff: The unit in the International Cooperation Administration responsible for planning and carrying out technical assistance in the field of communication in ICA programs in more than 40 countries. The Staff undertakes to help cooperating countries in developing their facilities for printing, filming, radio, and audio-visual aids for more effective communication, and trains personnel in the required skills. The training work is carried out both in the co-operating countries and by bringing participants to the USA. Chief: Dr. Gerald F. Winfield^o. Address: Washington 25, D. C., USA. (Vol. I, No. 1)

The Institute of Home Economics, Agricultural Research Service, U. S. Department of Agriculture: The agency in the USDA concerned with basic human needs for food, shelter, and clothing, the relative values of available commodities in meeting those needs, levels of consumption, the gaps between needs and consumption, and what educational agencies can do to fill the gaps. The research work of the Institute is carried out by three divisions: Clothing and Housing, Household Economics, Human Nutrition—the last a broad term used to include nutritional requirements, physiological responses to nutrients, and the effects of processing, storage, preparation, and cooking on food quality and nutritive values. Besides its work at the Beltsville Research Center near Washington, the Institute makes research contracts with State colleges and experiment stations. Research findings are made available through USDA publications and

technical journals. The Institute is in effect the current organizational form of the original Bureau of Home Economics and its successor, the Bureau of Human Nutrition and Home Economics. Address: Washington 25, D. C., USA. Director: Dr. Hazel K. Stiebeling^o. (Vol. I No. 1)

The Institute of Research on Overseas Programs, Michigan State University: Created in 1957 to conduct international studies. Its efforts have so far been devoted primarily to a three-year study, financed by the Carnegie Corporation of New York, of the international programs of American universities. Under this grant of \$350,000 some ten senior staff members have conducted research on the impact of these programs overseas and their impact on American universities at home. As a result of this research, seven case studies of international programs overseas are being published, the first of which became available in September 1959. In addition, a study of the impact of the programs on American university campuses, and a concluding volume of the series, are being prepared. The Institute's research has been focused on technical assistance programs in which American universities have engaged as well as non-technical assistance programs. In its initial work, the Institute conducted a survey of all institutions of higher learning in the United States to identify the international programs of American universities. The results of this survey were published late in 1958 under the title, *The International Programs of American Universities*. Address: Michigan State University, East Lansing, Michigan, USA. Director: Edward W. Weidner.^o

International Development Services, Inc.:^o A non-profit development foundation with the same management and staff that, in 1947-52, organized and administered the [Nelson Rockefeller] American International Association for Economic and Social Development. Established late in 1953, its experience covers management and servicing of programs in Venezuela, Brazil, Peru, Bolivia, Haiti, Guatemala, Chile, India, Burma, Ghana, Nigeria, and the Middle East. In other countries, it has conducted special studies and surveys and provided consultative services. IDS clients have included business corporations, foundations, the U. S. Government, other governments, the United Nations, and international agencies. It offers a variety of development services to public agencies or private firms wishing to establish technical assistance programs without having to acquire or train a special management staff for that purpose. It contracts to deliver technical staff and other services and to supervise those services under the policy direction of the sponsors. Address: 1270 Avenue of the Americas, New York 20, N. Y., USA. President: Robert W. Hudgens.^o

International Economic Consultants: A firm of consulting economists founded by Jerome Jacobson^o in 1951. Its services are concerned with international trade and investment and with assistance to governments in connection with economic aid and technical cooperation. IEC has acted as advisor to U. S. firms trading abroad and to foreign firms trading in the USA. It has conducted market research studies for these firms, assisted in organizing sales activities, and acted as general advisor and aid in business transactions. In the field of investment the firm has promoted exchange of proprietary rights and information through licensing agreements. It has conducted studies of the feasibility and financing of investment projects and assisted in raising funds for these projects and in other negotiations. Services to governments and to foreign companies interested in obtaining assistance from agencies of the U. S. Government and from international organizations have included the preparation of projects and the negotiating of loan agreements. The firm has also provided personnel for technical assistance abroad in various economic fields. It has been retained by several governments for general advice on economic matters and has served a number of international organizations and the Foreign Relations Committee of the U. S. Senate. Address: 919 Eighteenth Street, N. W., Washington 6, D. C., USA.

Maxwell School of Citizenship and Public Affairs: The social science division of Syracuse University^o, widely known for its program in public administration, which has trained officials and administrators in many countries as well as in the USA. Because of the preeminence of this program, the School has come to be especially concerned with organization in terms of social action, public affairs, and public responsibility—that is, citizenship and leadership in democratic societies. Students from other countries are usually experienced public officials.

The School is now preparing a final report of a 3-year study of the education and training of Americans for overseas service, financed by the Carnegie Corporation. From this study the School has developed two training programs for overseas service: an intensive 3-week summer institute for executive-administrative personnel in governmental, business, and religious-philanthropic agencies; and an 8-month graduate program for overseas service, including 4 months of practical experience abroad. Address: Syracuse 10, New York. Dean: Harlan Cleveland^o. Director of the Maxwell Institute on Overseas Operations: Gerald Magnone. (Vol. I, No. 1)

Robert R. Nathan Associates: A private economic consulting firm which carries out assignments on contract for many business firms, private organizations, trade unions, and governmental and international agencies—the latter including, for example, the Economic Development Administration of Puerto Rico, the French Planning Commission and French Supply Council, the Israel Supply Mission, the Government of Burma, the United Nations, the UN Korean Reconstruction Agency. Among the kinds of expert services the Nathan Associates supply are assistance in development programs, installing statistical reporting systems, help in preparing loan applications, organization of export departments, surveys of basic resources, assistance in preparing budgets and in developing fiscal and monetary policies, economic outlook reports and market surveys, analyzing wage rates and proposing wage policies, negotiating the procurement and programming the distribution of U. S. surplus foods. Address: 1218 Sixteenth Street, N.W., Washington 6, D.C., USA. President: Robert R. Nathan.^o (Vol. I No. 1)

The National Catholic Rural Life Conference: A Catholic Church organization concerned with rural affairs and the life of people on the land. It "inspires . . . farmers . . . to conserve the soil, to own their own farm, to enjoy physical labor, to take pride in being farmers, to consider themselves partners with God, to plan their farming along scientific and rewarding lines, to become better men as they become better farmers." It provides information and services for Diocesan Directors of Rural Life and maintains contact with rural pastors, teachers and pupils in Catholic schools, and interested government officials, farm organizations, and leaders in many denominations. The NCRLC has sponsored rural life conferences at Castel Gandolfo, Rome, 1951; Manizales, Columbia, 1953; Panama, 1955; Santiago, Chile, 1957. Executive Director, Right Reverend Monsignor Luigi Ligutti^o (who is also Official Permanent Observer for the Holy See with the Food and Agriculture Organization). Assistant Director, Reverend James L. Vizzard, S.J. Address: 3801 Girard Avenue, Des Moines 12, Iowa, USA. (Vol. I No. 1)

Resources for the Future: A non-profit corporation for research and education to advance development, conservation, and sound use of natural resources, primarily in the USA. RFF was established in 1952 with the cooperation of the Ford Foundation, which has financed its activities since that time. The organization has specialized in broad, thoroughgoing studies which resulted in the publication of rather massive reports such as those on "Multiple Purpose River Development," "Technology in American Water Development," and "Federal Lands: Their Use and Management," but it has recently begun to issue more popular reports in shorter form. The first president and director, R. G. Gustafson, was succeeded in 1959 by J. L. Fisher^o. Address: 1145 - 19th Street, N. W., Washington 6, D. C. USA.

Sudan Ministry of Finance & Economics: The Ministry responsible for fiscal and economic policy in the Sudan Government. Its activities in economic development center in the Development Branch, which in effect serves as the secretariat of the Development Committee, which in turn is a subcommittee of the Council of Ministers. This Branch prepares the 5-year development budget (including requirements for capital funds to finance projects), coordinates requirements for technical assistance, and makes periodic inspections of projects. It is currently responsible for capital expenditures totaling well over £\$50,000,000. (Vol. I No. 1)

NOTICES

ALMOST EMPTY IN THE FIRST ISSUE of the *Review*, this section will in future issues be devoted to announcements—for example: from colleges and universities, notices of new schools and courses concerned with aspects of international development, such as those recently started by Pittsburgh, Montana, and American University in Washington, D. C.; new international scholarships and fellowships, such as those of the Organization of American States, the Rockefeller Foundation, the Economic Development Institute; proposals, such as those of the World Bank, for new organizations or significant expansion of existing ones; important new projects in various countries or regions such as those continually being started by public and private agencies; and so on. We cannot hope, in a quarterly journal, to keep our readers abreast of this kind of news on a world scale, but we should be able to note, rather systematically, certain developments of particular interest.

From the printed announcements and other material we receive, we could have prepared a number of such notices for this issue. But it was one of the two things we had to neglect for lack of time, the other being the section devoted to *Books*. In any case we prefer, at least in our present stage of one-man editorial operation, to have copy provided by the announcer. Then all we have to do (if we decide to use it; we make no promises) is to adapt it to the needs of the *Review*. This is not laziness but necessity.

We hereby solicit suitable material, which we hope will flow in from many institutions and individuals in many countries who feel they have something under way or projected that our members ought to know about. The material should be informative, important, and as brief as possible; and if it is intended for the January issue, it should reach us about December first.

BOOKS

BOOKS WE LIKEWISE NEGLECTED for lack of time. Further on, we present—rather apologetically—some material received or prepared at the last moment: first, an annotated list, provided for us by the Social Science Library Service, of some recent books that might be of interest to *SID* members; second, a list of some books by *SID* members, or partly by members. Since the second list is confined to books that have come to our desk through the kindness of authors or publishers, it is by no means complete.

At this point we must confess that we have not yet decided just what to do about book reviewing in this new journal because we don't really know what would be most useful to *SID* members. Here are the chief alternatives:

- Longish, scholarly—or at any rate careful and critical—reviews by experts in various fields. This would probably mean few but thorough reviews. A major problem would be what to select for attention in our limited space.
- Annotated lists (like the one below but not so exclusively confined to U.S. publishers and authors). Such lists are seldom critical and are sometimes taken from the publisher's blurbs; but they tell what each book is about and because they are brief, the lists can cover a good many titles.
- Unannotated lists, arranged by subjects, giving only such information as title, author, number of pages, date, price. This of course would permit the most comprehensive coverage of any of the three methods.

- A combination of two or all three.

- Or we might devote our efforts to preparing or obtaining bibliographies in various fields of international development.

Whatever we do, we (and you) want it to be good. And we want to base the decision on what you want rather than on what we or someone else might think you ought to want.

So we ask you to help us make up our mind by telling us what kind of book section you would like to see in the *International Development Review*—and why. You might even say there should be no book section on the ground that enough material of this kind appears in other journals.

We do not expect a clear-cut consensus but will weigh differing views and draw the best conclusions we can.

The Annotated List

The Economy, Liberty and the State **Calvin B. Hoover**
424 pp Twentieth Century Fund 1959 \$5.00

A major new study, by a distinguished economist, of the relative merits, strength, and weaknesses of capitalism, communism, and socialism in the world today.

Five Ideas That Change the World **Barbara Ward 188 pp Norton 1959 \$3.75**

A lucid discussion of the basic ideas of nationalism, industrialism, colonialism, communism, and internationalism, which the author feels are shaping world events today and for the future. Written by a well-known British economist and writer, the book makes clear some of the reasons for the appeal of communism to impoverished peoples and some of the shortcomings in current efforts to make the approach of democracy and capitalism understandable to them.

The Economic Development of Western Civilization **Shepard B. Clough 555 pp McGraw-Hill 1958 \$7.50**

A wide-ranging review of the interplay of economic forces and the general development of civilization throughout history. Gives a balanced picture of the effects of economic developments on other events and vice versa.

The Movement of World Revolution **Christopher Dawson 179 pp Sheed & Ward 1959 \$3.00**

A highly thought-provoking discussion of the often neglected ideological and spiritual dimension of the great changes taking place in Asia and other underdeveloped areas. The problems of these areas are normally considered entirely in economic, technical, and political terms. This book is a corrective in pointing out that Western policy must look beyond the material if it is not to be outdone by Communist policy.

The World's Nations **George F. Deasy and others 992 pp Lippincott 1958 \$8.50**

Geography of Commodity Production—**Richard M. Highsmith, Jr. and J. Granville Jensen 480 pp Lippincott 1958 \$6.00**

Two up-to-date works on economic geography which present, with statistics and factual descriptions, a rounded picture of world resources and interrelationships.

International Resources and National Policy **Olin T. Mazon 766 pp Harper 1959 \$7.50**

A thorough review of U.S. policies in relation to various basic natural and human resources, including land, minerals and energy, and the relation of domestic policies in this field to international problems.

Group Dynamics Hubert Bonner 539 pp Ronald 1959 \$6.50

An up-to-date review of the new knowledge of group relations. Covers principles and applications of group dynamics as it affects group tensions and achievements.

New Knowledge in Human Values Abraham H. Maslow, ed. 282 pp Harper 1959 \$4.50

A collection of essays by fifteen eminent thinkers describing recent developments in the understanding of human motivations and value systems. Contributors include a number of leading psychologists as well as experts from other fields.

The Silent Language Edward T. Hall 240 pp Doubleday 1959 \$3.95

A new approach to the problems of working with peoples in other countries which shows how subtle differences in behavior can hinder or advance understanding. Written by a cultural anthropologist who has paid particular attention to problems of selection and training of individuals scheduled to work abroad for government and business.

The Little World of Laos Oden Meeker Scribner 1959 \$4.50

A report on a fascinating country, written by the director of CARE operations there. Covers the culture of Laos but goes beyond this to discuss the significance of the country to the free world and the problems that beset it in the rapid shift from a colonial to independent status and from a primitive to a modern economy, all under heavy pressure from Communist forces.

The Nature and Function of International Organizations Stephen S. Goodspeed 684 pp Oxford 1958 \$7.25

A thorough survey of the organization and workings of various international agencies in the political, economic, and social spheres. Gives particularly full coverage of the UN and its predecessor, the League of Nations.

Philip M. Glick The Administration of Technical Assistance: Growth in the Americas 390 pp Chicago U. 1957

Deals with both bilateral and multilateral programs. A study prepared under the auspices of the National Planning Association, with Ford Foundation financing.

Edward T. Hall The Silent Language 240 pp Doubleday 1959

See the annotated book list above and Mr. Hall's comments in the Goldschmidt panel earlier in this issue.

Albert O. Hirschman The Strategy of Economic Development Yale 1958

See the report of Panel 2 in this *Review* for a discussion of the argument advanced in Dr. Hirschman's book.

John H. Kyle The Building of TVA 162 pp Louisiana State U. 1958

A striking pictorial account with brief text accompanying each photograph.

Agnew N. Lockwood Indians of the Andes 1956 Libya-Building a Desert Economy 1957 The Burma Road to Pyiadawtha 1958. Carnegie Endowment for International Peace

Three attractive and informative pamphlets reprinted from the periodical *International Conciliation*.

Raymond W. Miller Can Capitalism Compete? 264 pp Ronald 1959

An expert public relations counsel with extensive international experience argues that modern American "service capitalism" bears little relation to the older capitalism that gave rise to communist theories; says that the nature of the new capitalism is far too little understood in other countries; and tells what he thinks should be done about it.

Edward W. Weidner and others International Programs of American Universities Abroad 323 pp Michigan State U. 1958

A valuable, admirably arranged compilation of data covering some 382 programs in nearly every part of the world carried on by 184 American universities. The study is one of a series being carried out by the Institute of Research on Overseas Programs and financed by the Carnegie Corporation of New York.

Clifton R. Wharton, Jr. The U. S. Graduate Training of Asian Agricultural Economists 57 pp Council on Economic & Cultural Affairs. 1959

A small pamphlet packed with distilled wisdom and experience. Useful alike to those who teach students coming to the USA from other countries and to the students who come to be taught. The author is at present CECA representative in Singapore.

(Yearbook of Agriculture 1959) Food 736 pp U. S. Government Printing Office.

The new USDA Yearbook, prepared under the direction of a committee headed by Dr. Hazel K. Stiebeling, is the latest in the series of monumental symposiums edited first by the present Editor of IDR and subsequently by A. D. Stefferud. *Food* is published just 20 after *Food and Life*, the 1939 Yearbook, and reflects the many advances in knowledge of food and nutrition made in those two decades.

Recent Books by SID Members

Robert Asher and others. United Nations and Promotion of the General Welfare 1216 pp Brookings Institution 1957

A fairly detailed account and a judicious appraisal of work in this field by the UN and the specialized agencies.

Raymond F. Mikesell and Jack N. Behrmann Financing Free World Trade with the Sino-Soviet Bloc 138 pp plus detailed appendices Princeton U. 1958

One of a series of Princeton studies in international finance.

William Diamond Development Banks 128 pp Johns Hopkins 1957

An illuminating discussion prepared for the Economic Development Institute, IBRD.

Donald K. Faris To Plow with Hope 223 pp Harper 1958

"Discusses the problems of the less developed areas from a human-economic standpoint." The author, a Canadian, has recently returned from a period of service in Thailand for the UN.

Directory of Charter Members

(Corrected to September 1959)

How to Use the SID Directory

This is a directory of the 619 Charter Members of the *Society for International Development*—that is, those who joined before 1 September 1959, six months after the first conference, when the opportunity for Charter Membership expired.

The Directory includes 4 lists, each differently arranged. Repetition of data is minimized to save space and expense. This makes it necessary for the user to refer from one list to another if he wishes to determine what members are in a particular organization or a particular area.

LIST I. ALPHABETICAL gives the serial number, name, position, organization, and address of each member alphabetically.

LIST II. NUMERICAL gives the serial number and name of each member arranged approximately in the order of joining SID.

LIST III. ORGANIZATIONAL gives the name of each

organization with which one or more members is affiliated and the serial number (or numbers) of the affiliated member (or members). To find the names of the members, in any particular organization, check these numbers on **LIST II, NUMERICAL**. To find addresses of the organizations and the titles or positions of the members concerned, transfer the checks from **LIST II** to **LIST I, ALPHABETICAL**.

LIST IV. GEOGRAPHICAL gives the serial numbers of members in a particular country (or state in the USA), and in a few cases in or near a particular city. Again it is necessary to check these numbers against **LIST I** and **LIST II** to obtain more complete information.

Institutional members each paying dues of \$100 are designated in **LIST I** and **LIST II** by a star (★).

The names of deceased members are enclosed, in **LIST I** and **LIST II**, in square brackets [].

Abbreviations used in **LIST I** are given at the end of the Directory.

LIST I. ALPHABETICAL

A

257 ABRAMOVITZ, DR. MOSES—Professor of Economics—Stanford University—Stanford, California, USA

97 ACKERMAN, DR. EDWARD A.—Carnegie Institution of Washington, 1530 P St., N.W., Washington 5, D.C., USA

224 ADAMS, CHARLES F.—111 Ben Lomond Street, Uniontown, Pennsylvania, USA

40 ADLER, DR. JOHN H.—Economic Advisor, Far East Dept.—World Bank—1818 H St., N.W., Washington 25, D.C., USA

351 AHLGREN, GILBERT H.—Chief, IDS Field Staff—Ministry of Agriculture—Moor Plantation—Ibadan, Western Region, Nigeria

170 AHMAD, MIRZA MUZAFFAR—Finance Secretary—Government of West Pakistan—23, Race Course Road—Lahore, Pakistan

169 AHMAD, MUSHTAQ—Joint Secretary—Finance Ministry—Secretariat Building—Karachi, Pakistan

593 AKWEI, RICHARD M.—First Secretary—Embassy of Ghana, 2139 R St., N.W., Washington 8, D.C., USA

99 AL-DABBAGH, ABDUL WAHAB M.—General Manager—National Insurance Co.—Baghdad, Iraq

231 ALDERFER, GORDON—Director of Research and Development—CARE—660 First Ave., New York 16, N.Y., USA

260 ALLEN, J. KNIGHT—Senior Economist—Stanford Research Institute—Menlo Park, California, USA

570 ALLISON, MRS. E. P.—10518 Wilshire Blvd., Los Angeles 24, California, USA

334 ANDERSON, JAMES D.—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

100 ANDREWS, STANLEY — Exec. Dir.—Nat'l Project in Agric. Communication—Michigan State College, E. Lansing Michigan, USA

41 ANDRUS, J. RUSSELL—ICA (Education), Korea—UNC-OEC—APO 301—San Francisco, California, USA

463 ANJAM, BASHEER AHMAD—(Social Psychology, American University) 2334—19th St., N.W., Washington 9, D.C., USA

548 ANTHONY, MAJOR S. K.—Counselor—Ghana Embassy—2139 R St., N.W., Washington 8, D.C., USA

535 ARAUJO, JAIR DE—Chief of Section—SUMOC—Av. Getulio Vargas 84—Rio de Janeiro, Brazil

264 ARMSTRONG, JOHN I.—Director of Personnel & Administrative Management—WHO—Palais des Nations—Geneva, Switzerland

289 ARNOLD, EDWIN G.—Representative in Burma—Ford Foundation—47 Madison Ave., New York 22, N.Y., USA

204 ASCHER, DR. CHARLES S.—Associate Director—Institute of Public Administration—838 West End Ave., New York 25, N.Y., USA

6 ASHER, ROBERT E.—Brookings Institution—722 Jackson Place, N.W., Washington 6, D.C., USA

364 ASHFORD, MRS. VIRGINIA—International Economic Consultants—919—18th St., N.W., Washington 6, D.C., USA

282 ASIA FOUNDATION LIBRARY—55 Kearny St., San Francisco 8, California, USA—Attn: Miss Jane Wilson, Librarian

220 ATKIN, MAURICE D.—Secretary-Treasurer—Robert R. Nathan Assoc. 1218—16th St., N.W., Washington 6, D.C., USA

101 ATMOSUDIGDO, DR. SAKIDJAN—State Planning Bureau—Merdeka Selatan 11—Djakarta, Indonesia

B

309 BAKER, ROBERT M.—Purchasing Specialist—USOM—c/o U. S. Embassy, Tegucigalpa, Honduras

342 BALICKA, MISS SOPHYA M.—Labor Economist—Labor Affairs Office—International Cooperation Admin., Washington 25, D.C., USA

42 BALLOU, HAROLD—8909 Connecticut Avenue—Chevy Chase 15, Maryland, USA

102 BARNARD, DALE—Administrative Assistant—Heifer Project, Inc.—New Windsor, Maryland, USA

561 BARNES, DONALD P.—U.S. Bureau of Reclamation—c/o American Embassy, Addis Ababa, Ethiopia

7 BARNES, GEORGE A.—Exec. Dir.—Committee for International Economic Growth—1028 Conn. Ave., N.W., Washington, D.C., USA

43 BARNETT, HAROLD J.—Chairman, Dept. of Economics—Wayne State University, Detroit 2, Michigan, USA

103 BARTON, DR. H. C., JR.—Dir.—Office of Economic Research—Econ. Development Admin.—P.O. Box 2672, San Juan 12, Puerto Rico

44 BARUTH, K. H.—11 W. 42nd St., Room 1688—New York 18, New York, USA

104 BATY, DR. HARVEY F.—Director—International Cooperation Center—Montana State College—Bozeman, Montana, USA

267 BAYNE, E. A.—Associate—Amer. Universities Field Staff—366 Madison Avenue, New York, N.Y., USA

187 BAZO, S. M., JUAN—International Cooperation Administration—USOM—c/o U. S. Embassy, Lima, Peru

370 BEAN, LOUIS H.—3714 North Randolph St., Arlington 7, Virginia, USA

45 BEARDSLEY, SEYMOUR—International Affairs Seminars of Washington—2101 R St., N.W., Washington 8, D.C., USA

558 BEATTY, WILLARD W.—Program Dir.—Save the Children Federation, Boston Post Road, Norwalk, Connecticut, USA

430 BEHRMAN, DR. J. N.—Department of Economics—University of Delaware—Newark, Delaware, USA

262 BELCHER, MISS MARJORIE S.—Chief, North Africa Division—International Cooperation Administration—Washington 25, D.C., USA

510 BELL, BERNARD R.—Gass, Bell & Associates (Consulting Economists)—1367 Connecticut Avenue, N.W., Washington 6, D.C., USA

270 BELL, EDWARD J.—U. S. Agricultural Attaché—Greece—APO 223, New York, N.Y., USA

285 BELL, ROSCOE E.—Director—Division of Lands—Dept. of Natural Resources, Anchorage, Alaska

421 BELLO, ING. EDUARDO S.—IIAS, 25 de Mayo 556—Montevideo, Uruguay

249 BENVENISTE, GUY—International Program—Stanford Research Institute—Menlo Park, California, USA

46 BERGER, MISS MARIE—International Cooperation Administration—Washington 25, D.C., USA

388 BERMAN, DALE—6812 Murray Hill Drive, N.W., Washington, D.C., USA

234 BERNHART, RICHARD V.—Program Officer—ICA (Philippines)—USOM—c/o U. S. Embassy—APO 928, San Francisco, California, USA

105 BERNICKE, PAUL—Exec. Dir.—American ORT Federation—222 Fourth Ave., New York 3, N.Y., USA

47 BERNSTEIN, DR. EDWARD M.—President—EMB, Ltd.—1329 18th St., N.W., Washington 6, D.C., USA

48 BERNSTEIN, JOEL—ICA Representative—12 Broad Street, Lagos, Nigeria

324 BERROCAL, RAMON—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

581 BERTSCH, HOWARD—Consultant—Representative—Ford Foundation—Box 1751, Tehran, Iran

343 BIDDLE, ERIC H.—Vice-President—Porter International Co.—630 Fifth Ave., New York 20, N.Y., USA

254 BIDDLE, DR. WILLIAM W.—Director of Community Dynamics—Earlham College—Richmond, Indiana, USA

492 BINKLEY, DR. HOWARD I.—Midwest Council on Economic Development—Hanover, Indiana, USA

340 BIRD, JOHN A.—Associate Editor—Saturday Evening Post—Philadelphia 5, Pennsylvania, USA

49 BLACHLY, FREDERICK J. O.—International Cooperation Administration—Washington 25, D.C., USA

106 BLACK, ROBERT B.—Program Officer—International Cooperation Administration, Washington 25, D.C., USA

487 BLAIR FABRIS, ING. ENRIQUE—Project 39 OAS—P.O. Box 478, Lima, Peru

480 BLICKENSTAFF, STEPHEN—Dir. Indiana Steel Training & Education Progr.—Carnegie Inst. of Tech.—Pittsburgh 13, Pa., USA

50 BLOUGH, DR. ROY—Professor of International Business—Graduate School of Business—Columbia University—New York 27, N.Y., USA

552 BOLLMAN, FRED K.—Branch Chief, ITD—ICA—Washington 25, D. C. USA

386 BOMAR, RICHARD J. G.—Community Development Advisor—ICA (Korea)—APO 301, San Francisco, California, USA

173 BONHOMME, ERNEST—Ambassador from Haiti—4400—17th St., N.W., Washington 11, D. C., USA

435 BOSE, DR. SUDHIR KUMAR—Professor of Social Science—Indian Institute of Science—Bangalore 12, India

107 BOWEN, GEORGE LUSHINGTON—Acting Permanent Secretary—Ministry of Agriculture, Lands & Fisheries—Port of Spain, Trinidad

563 BOWER, DR. ROBERT T.—Director—Bureau of Social Science Research—2017 Connecticut Ave., N.W., Washington 8, D. C., USA

483 BOYD, ALDEN W.—Exec. Vice-President—Knoll International, Ltd.—575 Madison Avenue, New York 22, N. Y., USA

51 BOYD, OSBORNE T.—Chief—Housing Division—International Cooperation Administration—Washington 25, D. C., USA

181 BOYD ORR, LORD—Brechin—Angus, Scotland

108 BRANDT, DR. KARL—Council of Economic Advisers—Executive Office Bldg., Washington 25, D. C., USA

255 BREDO, DR. WILLIAM—Senior Economist—Stanford Research Institute—Menlo Park, California, USA

272 BREWER, MRS. DEBORAH H.—2 Yolanda Drive, San Anselmo, California, USA

348 BRITTAINE, DR. ROBERT—Box 225—Lakeville, Connecticut, USA

229 BROCKSCHMIDT, HENRY F.—General Mgr.—International Operations—The Perkin-Elmer Corp.—Main Ave., Norwalk, Connecticut, USA

109 BROWN, DARWIN CHARLES—Ginsburg, Leventhal, Brown & Morrison—1632 K St., N.W., Washington 6, D. C., USA

326 BROWN, FIRMAN—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

110 BROWN, GARDNER M., JR.—Antioch College—Yellow Springs, Ohio, USA

13 BROWN, MISS LUCY—International Cooperation Administration—Washington 25, D. C., USA

288 BROWN, ROBERT L.—Vice President—Murphy-Campbell Co.—2719 S. Tacoma Way, Tacoma, Washington, USA

357 BRYCE, MURRAY D.—Arthur D. Little, Inc.—30 Memorial Drive, Cambridge 42, Massachusetts, USA

111 BUCHANAN, DR. R. E.—Dean Emeritus—Iowa State College—316 Curtiss Hall, Ames, Iowa, USA

52 BUCK, DR. J. LOSSING—Freedom Plains Road, Pleasant Valley, New York, USA

320 BUNCH, CHARLES C.—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

194 BURCKHARDT, DR. LUKAS F.—Labor Counselor—Embassy of Switzerland—2900 Cathedral Ave., N.W., Washington 25, D. C., USA

566 BURGER, DAVID H.—Drug Processors, Inc.—1219 E. Church St., Adrian, Michigan, USA

192 BURKE, STANLEY—United Nations Correspondent—Canadian Broadcasting Corp.—Room C-310—United Nations, N. Y., USA

185 BURLANDO, EVERETT J.—Chief—Central Operations Branch—Training Development Staff—ICA—Washington 25, D. C., USA

112 BURNES, CARL G.—Program Associate—Ford Foundation—477 Madison Ave., New York 22, N. Y., USA

450 CAMERON, DONALD S.—Vice-Pres. & Sec.—Franklin Publications—432 Fourth Avenue—New York 16, New York, USA

546 CAMP, JOHN R.—Vice Pres.—American International Ass'n—Apartado del Este 5377, Caracas, Venezuela

280 CAMPBELL, EUGENE P., M.D.—Chief—Public Health Div.—International Cooperation Administration—Washington 25, D. C., USA

509 CAMPBELL, WALLACE—Director, Washington Office—Cooperative League of the USA—1025 Vermont Ave., N.W.—Washington, D.C., USA

475 CANASDO, DR. ENRIQUE—Professor of Statistics (PAU)—Casilla 10015, Santiago, Chile

520 CARANICAS, DR. C. P.—Economic Counselor—Royal Greek Embassy—2211 Massachusetts Avenue, N.W.—Washington, D. C., USA

353 CARDENAS, DR. JOSE C.—Director—Research Department—Banco Central del Ecuador—Quito, Ecuador

53 CARLSON, DR. SUNE—Copenhagen, Denmark

*613 CARNEGIE ENDOWMENT FOR INTERNATIONAL PEACE—United Nations Plaza at 46 St., New York 17, N. Y., USA

406 CASSEL, J. M.—Economist—30 Rockefeller Plaza, Room 5600—New York, N. Y., USA

416 CASSEL, WILLIAM S.—Office of I.C.A. Representative—American Consulate General, Lagos, Nigeria

354 CASSERES, WILLIAM G.—Regional Representative for Latin America—FAO—Viale delle Terme de Caracalla—Rome, Italy

330 CASTRO, LUIS, JR.—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

182 CERF, JAY H.—Director—Foreign Policy Clearing House—300 Independence Ave., S.E., Washington 3, D. C., USA

*596 CHECCHI & COMPANY—1612 K Street, N.W.—Washington 6, D. C., USA

196 CHECCHI, VINCENT—Checchi & Co., 1612 K St., N.W.—Washington 6, D. C., USA

252 CHENERY, DR. HOLLIS B.—Professor of Economics—Stanford University, Stanford, California, USA

358 CHEWNING, DAVID L.—Robert R. Nathan Associates (Burma)—1218 16th Street, N.W., Washington 5, D. C., USA

534 CHUN, BYUNG KYU—Deputy Governor—Bank of Korea—110 1-Ka Namdaimon Lo—Seoul, Korea

404 CHUN, DR. DAI HO—Dir.—International Cooperation Center of Hawaii—P.O. Box 2036—Honolulu, Hawaii

467 CHURCH, DONALD E.—Chief, Transportation Div.—U. S. Bureau of the Census—Washington 25, D. C., USA

207 CLARK, LINCOLN H.—Director—Wallace Clark Center of International Management—New York University, New York 3, N. Y., USA

8 CLAWSON, MARION—Resources for the Future—1145 19th Street, N.W., Washington 6, D. C., USA

113 CLEVELAND, HARLAN—Dean—Maxwell Graduate School of Citizenship & Public Affairs—Syracuse University—Syracuse 10, N. Y., USA

513 CLEVELAND, MRS. LORRAINE K.—Dir. Soc. & Tech. Assist.—American Friends Service Comm.—20 S. Twelfth St., Phila. 7, Pa., USA

559 CLIFFORD, ROY A.—Institute Interamericana—Apartado 2861, Havana, Cuba

304 COARACY, GASTÃO ROBERTO—ICA (Brazil)—USOM—c/o U. S. Embassy—Rio de Janeiro, Brazil

536 COHEN, BENJAMIN V.—1727 Massachusetts Ave., N.W.—Washington 6, D. C., USA

54 COHEN, MYER—United Nations Special Fund—United Nations—New York, N. Y., USA

227 COHN, DR. EDWIN J.—Fellow—Council on Foreign Relations—58 East 68th St., New York 21, New York, USA

14 COLLISON, WILLIAM N.—Director of Special Programs—World Affairs Center—United Nations Plaza at 47th St., New York 17, N. Y., USA

55 CONOWAY, DR. O. B., JR.—198 State St.—Albany 10, New York, USA

*619 THE COOPERATIVE LEAGUE OF THE USA—343 S. Dearborn St.—Chicago 4, Ill., USA

512 CORTNER, MRS. C. E.—National Representative—Girl Scouts of America—1413 K Street, N.W.—Washington 5, D. C., USA

456 CRARY, DR. DOUGLAS D.—Assoc. Professor—Dept. of Geography—Univ. of Michigan—Ann Arbor, Michigan, USA

502 CRAVERI, RAIMONDO—Director—Italconsum—Via Piacenza 8, Rome, Italy

344 CRAWFORD, WALTER L.—Vice-President—American International Ass'n—Room 5101—30 Rockefeller Plaza, New York, N. Y., USA

114 CRESHKOFF, A. J.—Associate—Robert R. Nathan Associates—1218 16th St., N.W., Washington 6, D. C., USA

441 CROWLEY, MRS. HARRIET S.—Editorial Director—CIEG—1028 Connecticut Avenue, N.W., Washington 6, D. C., USA

206 DALE, WILLIAM B.—Program Mgr.—International Research—Stanford Research Institute—711 14th St., N.W., Washington 5, D. C., USA

601 DARKO, KOFI O.—Consul, Ghana Consulate—605 Fifth Ave., New York 17, N. Y., USA

30 DAVIS, MRS. FRANCES W.—1107 Idylwood Road—Pikesville, Baltimore 8, Maryland, USA

345 DAVIS, DR. JOHN H.—Director—United Nations Relief and Works Agency—UNESCO House, Beirut, Lebanon

497 DAWSON, ROY C.—Technical Officer, Agriculture—FAO—1325 C Street, S.W., Washington 25, D. C., USA

453 DEAVER, JOHN V.—Foreign Economist—Chase Manhattan Bank—57 William Street, New York 15, N. Y., USA

464 DE BEERS, JOHN S.—EMB (Ltd.)—1329—18th St., N.W., Washington 6, D. C., USA

56 DEDRICK, CALVERT L.—Chief—International Statistical Programs—Bureau of the Census—Washington 25, D. C., USA

443 DE GAILLULY, MAX—Head, Coffee Quality Project—IAS—Tirrialba, Costa Rica

461 DE LIEN, DR. HORACE, M.D.—Chief, Div. of International Health—U. S. Public Health Service—Washington, D.C., USA

174 DEMUTH, RICHARD H.—Director—Technical Assistance Liaison Staff—World Bank—1818 H St., N.W., Washington 25, D. C., USA

221 DENNY, BYRON C.—International Cooperation Officer—Bur. of Land Management—U. S. Dept. of the Interior, Washington 25, D. C., USA

*597 DEVELOPMENT & RESOURCES CORPORATION—50 Broadway, New York 4, N. Y., USA

336 DEVONE, RALPH—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

425 DE VRIES, PETER H.—Information Specialist—U. S. Dept. of Agriculture—Washington 25, D. C., USA

198 DHAUN, F. C.—Deputy Secretary—Finance Ministry—Government of India—New Delhi, India

115 DIAMOND, WILLIAM—World Bank—1818 H Street, N.W., Washington 25, D. C., USA

588 DIAWARA, MOHAMED T.—Ministère des Affaires Économiques—Abidjan, Côte d'Ivoire, French West Africa

329 DIAZ, ELISEO RODRIGUEZ—International Development Services—USOM—c/o U. S. Embassy—Guatemala City, Guatemala

184 DIFFENDERFER, H. EARL—Chief—Institutions Branch—OEC Korea—APO 301—San Francisco, California, USA

399 DOVRING, DR. FOLKE—Economist—Food & Agriculture Organization—Viale delle Terme di Caracalla—Rome, Italy

308 DREWES, DR. WOLFRAM U.—International Cooperation Administration—USOM—c/o U. S. Embassy—Lima, Peru

503 DUFFUS, MRS. URSULA H.—Officer of Economic & Social Affairs—U. S. Department of State—Washington 25, D. C., USA

294 EASON, JOHN C.—Senior Sanitary Officer—U. S. Public Health Service—4th & C Sts., S.W., Washington 25, D. C., USA

306 EBB, DR. LAWRENCE F.—Professor—School of Law—Stanford University—Stanford, California, USA

537 EDDY, C. GRAHAM—South Asia Officer—Communications Media Staff—ICA—Washington 25, D. C., USA

313 EDENS, W. J.—U. S. Agricultural Attaché—c/o U. S. Embassy—Portoria, Union of South Africa

116 EDGELL, ALVIN G.—Reports Officer—International Development Services—1270 Avenue of the Americas, New York 20, N. Y., USA

117 EKKER, MARTIN H.—Bureau of Economic Affairs—United Nations—New York, N. Y., USA

118 ELAM, EDGAR H., JR.—Statistical Advisor—U. S. Bureau of the Census—ICA—c/o U. S. Embassy—Tegucigalpa, Honduras

403 ELLIS, DR. LIPPERT S.—Dean & Dir.—College of Agriculture & Home Economics—Univ. of Arkansas, Fayetteville, Ark., USA

*611 ENCYCLOPEDIA BRITANNICA—425 N. Michigan Avenue—Chicago 11, Illinois, USA

293 ENGBRETSEN, TILMER O.—U. S. Agricultural Attaché—c/o American Consulate—Salisbury, Southern Rhodesia

371 ERGAS, I. H.—Economist—Food & Agriculture Organization—Viale delle Terme di Caracalla—Rome, Italy

303 EVERETT, MISS PHOEBE H.—Asst. Training Officer—ICA (Pakistan)—USOM—c/o U. S. Embassy—APO 271—New York, N. Y., USA

521 EWING, JOHN S.—c/o W. D. Scott & Co.—37 Mount St., North Sydney, N.S.W., Australia

7

121 FRANK, DR. ISAIAH—School for Advanced International Studies—Johns Hopkins Univ.—1906 Florida Ave., N.W., Washington, D.C., USA

122 FREDERIKSEN, DR. HARALD—3201 Wisconsin Avenue, N.W., Washington 16, D.C., USA

123 FRENCH, PATTERSON J.—Technical Assistance & Liaison Staff—World Bank—1818 H St., N.W., Washington 25, D.C., USA

444 FRIEDRICH, DR. WILLIAM G.—Consultant—2122 Massachusetts Avenue, N.W.—Washington 8, D.C., USA

263 FRYER, E. REESEMAN—Vice-President—Developments International Corporation—1270 Avenue of the Americas, New York 20, N.Y., USA

560 FULLER, GEORGE T.—Overseas Div.—First National City Bank of New York, 55 Wall St., New York, N.Y., USA

327 FULLILOVE, SAM M.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

G

586 GABLE, PROFESSOR RICHARD W.—School of Pub. Admin.—Univ. of Southern California, Los Angeles 7, Calif., USA

124 GABOWER, MISS GENEVIEVE—Student—Catholic University—2121 Tunlaw Road, N.W., Washington 7, D.C., USA

125 GALLIANO, ARTURO PEREZ—National Economic Planning Council—6 Avenida #3-74 Zona 1—Guatemala City, Guatemala

402 GANT, GEORGE F.—Ford Foundation—Dir. S. & S. E. Asia Program—477 Madison Ave., New York, N.Y., USA

439 GAREY, COL. PHILIP—Vice Pres.—Council for International Progress in Management—350 Madison Ave., New York 17, N.Y., USA

15 GEIGER, THEODORE—National Planning Association—1606 New Hampshire Ave., N.W., Washington 9, D.C., USA

305 GERMANI, MRS. LENA PASERINI—Agricultural Officer—FAO—Viale delle Terme di Caracalla—Rome, Italy

218 GIBSON, WELDON B.—Associate Director—Stanford Research Institute—Menlo Park, California, USA

337 GIDEON, CLAUDE L. JR.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

432 GITTERING, J. P.—USOM Agriculture (Vietnam)—Box 32, APO 143, San Francisco, Calif., USA

411 GIVENS, MEREDITH B.—Exec. Dir.—New York State Committee on Low Incomes—270 Broadway (Room 2512), New York, N.Y., USA

5 GLICK, PHILIP M.—Dorfman & Glick—1145—19th Street, N.W., Washington 6, D.C., USA

247 GOFF, DR. REGINA M.—Professor of Education—Morgan College, Baltimore 12, Maryland, USA

235 GOLDSCHMIDT, ARTHUR—Director—Bureau of Technical Assistance Operations, United Nations, New York, N.Y., USA

9 GONZÁLVEZ DE SOUZA, DR. JOÃO—Exec. Dir.—Program of Technical Cooperation—Pan American Union—Washington 6, D.C., USA

16 GONZALEZ, PEDRO A.—Office of the Commonwealth of Puerto Rico—2210 R St., N.W., Washington, D.C., USA

190 GOODMAN, ROE—Senior Sampling Advisor—ICA (Pakistan)—USOM—c/o U.S. Embassy—APO 271—New York, N.Y., USA

494 GOODYKOONTZ, MISS BESS—Director, International Educational Relations—U.S. Office of Education—HEW, Washington 25, D.C., USA

126 GORDON, ALLEN D.—ICA (Bolivia)—USOM—c/o U.S. Embassy—La Paz, Bolivia

242 GORDON, DAVID L.—Operations Officer—World Bank—1818 H St., N.W., Washington 25, D.C., USA

579 GORDON, PROFESSOR LINCOLN—Harvard Business School—Soldiers Field, Boston 63, Massachusetts, USA

291 GRAHAM, EDWARD H.—Director—Plant Technology Div.—Soil Conservation Service—USDA, Washington 25, D.C., USA

451 GRAHAM, WILLIAM L.—President—Private Enterprise, Inc.—211 N. Broadway—Wichita, Kansas, USA

195 GRAY, JACK D.—Coordinator—Foreign Programs—Texas A. & M. College—College Station, Texas, USA

237 GREENE, MORRIS A.—Administrative Officer—FAO—N. A. Regional Office—1325 C St., S.W., Washington 25, D.C., USA

391 GRIESSEMER, T. O.—Research Director—Hugh Moore Fund—51 East 42nd St., New York 17, N.Y., USA

300 GRISHAM, GLEN—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

508 GRISWOLD, GALE C.—International Cooperation Administration—815 Connecticut Avenue, N.W., Washington 25, D.C., USA

606 GUETZKOW, PROFESSOR HAROLD—Harris Hall 13, Northwestern University, Evanston, Illinois, USA

265 GUNESKERA, D. C.—Alternate Executive Director—World Bank—19th & H St., N.W., Washington 25, D.C., USA

H

266 HADSELL, DR. R. S.—(Syracuse University)—Educational Advisor (Iran)—USOM—APO 205—New York, N.Y., USA

405 HAGEN, DR. EVERETT E.—Center for International Studies—MIT—50 Memorial Drive—Cambridge 39, Massachusetts, USA

312 HALE, A. C.—ICA (Education)—USOM—c/o U.S. Embassy—Quito, Ecuador

17 HALEY, DANIEL—ICA—Asst. Training Officer—USOM—c/o U.S. Embassy—Rio de Janeiro, Brazil

127 HAMADTO, ABDEL HADI MAHMOUD—Commissioner of Development—Ministry of Finance & Economics—Khartoum, Sudan

474 HAMBIDGE, MRS. DOROTHY COOKE—10614 St. Paul St., Kensington, Maryland, USA

3 HAMBIDGE, GOVE—10614 St. Paul St., Kensington, Maryland, USA

128 HAMBIDGE, GOVE, JR., M.D.—730 Marquette Bank Building—Minneapolis 2, Minnesota, USA

129 HANLEY, J. DANIEL—Contract Negotiator—ICA—#204-1517-30th St., N.W., Washington 7, D.C., USA

356 HANSON, HALDORE—Aldie, Virginia, USA

130 HARDIN, DR. CHARLES M.—Associate Professor—Dept. of Political Science—University of Chicago—Chicago 37, Illinois, USA

608 HAUSER, DR. RAY L.—Head, Materials Technical Staff—Martin Company, Denver, Colorado, USA

390 HAWKINS, PAUL C.—ICA (Pakistan)—USOM—c/o U.S. Embassy—Karachi, Pakistan

325 HAYES, JOE C.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

175 HAYES, DR. SAMUEL P., JR.—Dir.—Foundation for Research in Human Behavior—1141 E. Catherine St., Ann Arbor, Michigan, USA

59 HEARNE, CANNON C.—Director—Foreign Training Div.—Foreign Agricultural Service—USDA, Washington 25, D.C., USA

542 HEATON, LOUIS E.—Consejo de Bienes Rurales—Apartado del Este 5407, Caracas, Venezuela

131 HEDGES, TRIMBLE R.—Dept. of Agricultural Economics—College of Agriculture—University of California—Davis, California, USA

60 HEISEY, MRS. R. E.—625 Maine Ave. S.W., Washington 24, D.C., USA

517 HENRY, EDMUND WILLIAM—Central Statistics Office—Dublin, Ireland

328 HERNANDEZ, ANDRES S.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

424 HERRERA, DR. V. EUCLIDES—Prof. of Industrial Arts—Centro Interamericano de Educacion Rural—Rubio—Tachira—Venezuela

132 HERREY, ANTONY—Student & Teaching Ass't.—Civil Engineering—Massachusetts Institute of Technology—Cambridge 39, Mass., USA

200 HERVEY, DAVID E.—Sampson Door Co.—Jiron Washington, 1662—Lima, Peru

572 HILBERT, DR. G. E.—Director—Foreign Contracts & Grants Program, USDA, Washington 25, D.C., USA

295 HILL, DR. GEORGE W.—Dir. de la Escuela de Sociologia y Antropologia—Central Universidad de Venezuela, Caracas, Venezuela

61 HILL, REY M.—Asst. Near East Representative—Ford Foundation—P. O. Box 2379—Beirut, Lebanon

562 HIRSCH, ABRAHAM M.—Research Associate—Foreign Areas Studies Div., 4501 Massachusetts Ave., Washington 16, D.C., USA

418 HIRSCHMAN, DR. ALBERT O.—Faculty of Political Science, Columbia University—New York 27, N.Y., USA

594 HOFFMAN, LUTHER T.—Supervisor, Bureau of Land Management, Dept. of the Interior, Washington 25, D.C., USA

10 HOFFMAN, MICHAEL L.—Director—Economic Development Institute—World Bank—1620 Belmont St., N.W., Washington, D.C., USA

133 HONG, CHOI SIEW—Assistant Secretary—Economic Secretariat—Kuala Lumpur, Malaysia

18 HOPPER, DR. WILBERT C.—Commercial Minister—Embassy of Canada—1746 Massachusetts Ave., N.W., Washington 6, D.C., USA

531 HOWE, JOHN M.—Program Officer—UNTAB—Box 20, Grand Central Post Office—New York 17, N.Y., USA

277 HUBER, JOHN H.—Asst. Program Planning Officer—ICA (Cambodia) USOM, Box CAM, APO 143, San Francisco, Calif., USA

279 HUBERMAN, M. A.—Chief, Silviculture Section—Forestry Div.—FAO—Viale delle Terme di Caracalla, Rome, Italy

516 HUDGENS, MRS. ELEANOR F.—1185 Park Avenue—New York, N.Y., USA

1 HUDGENS, R. W.—President—International Development Services—1270 Avenue of the Americas—New York 20, N.Y., USA

398 [HUEENNEKE, MRS. CHARLES A.]

19 HUMPHREY, DR. RICHARD A.—Director—OIPA—Amer. Council on Education—1777 Massachusetts Ave., N.W., Washington 6, D.C., USA

250 HUNTER, DR. JOHN M.—Dir.—Centro de Estudios sobre Desarrollo Economico—Universidad de los Andes—Bogota, Colombia

423 HUYNH-VAN-LANG—Director General ONC-VN—National Office of Exchange—Saigon, Viet-Nam

20 HYDE, HENRY VAN ZILE, M.D.—Department of Health, Education & Welfare—Washington 25, D.C., USA

I

473 INSTITUTE FOR INTERNATIONAL ORDER—11 West 42nd St.—New York 36, N.Y., USA

*598 INTERNATIONAL BANK FOR RECONSTRUCTION & DEVELOPMENT—1818 H St., N.W., Washington 25, D.C., USA

*599 INTERNATIONAL DEVELOPMENT SERVICES, INC.—1270 Avenue of the Americas, New York 20, N.Y., USA

323 ISAACSON, QUENTIN L.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

384 IWASA, YOSHIZANE—Deputy Chairman—The Fuji Bank—Otemachi Chiyodaku—Tokyo, Japan

378 JACKSON, GARDNER—Legislative Representative—National Agricultural Workers Union—1420 P St., N.W., Washington, D.C., USA

4 JACOBSON, JEROME—International Economic Consultants, Inc.—Suite 720, 919-18 St., N.W., Washington 6, D.C., USA

238 JACQUES, REV. EMMANUEL—Dir.—Vietnam Catholic Educational Program—1220 Catalpa Ave., Chicago 40, Illinois, USA

574 JAMES, DR. ERIC G.—Department of Political Science—Brooklyn College—Brooklyn, 10, N.Y., USA

408 JENKINS, W. M., JR.—Student, University of Kentucky—605 Mitchell Ave., Lexington, Kentucky, USA

62 JOARDAR, DR. N. G. D.—Koinonia Foundation—Box 5744—Pikesville, Maryland, USA

134 JOHNSON, HAROLD F.—1140 North Ocean Boulevard, Delray Beach, Florida, USA

518 JOHNSON, REUBEN—Legislative Representative—National Farmers Union—1404 New York Avenue, N.W., Washington 5, D.C., USA

396 JOHNSON, WILLARD—Pres.—Committee for International Economic Growth—1028 Connecticut Ave., N.W., Washington 6, D.C., USA

573 JOHNSTON, A. B. A.—Ministry of Finance—Ibadan, Nigeria, West Africa

225 JONES, JOSEPH M.—Lasker Foundation—2500 Massachusetts Avenue N.W., Washington 8, D.C., USA

202 JONES, ROBERT CUBA—Chilpancingo 23—Mexico 11, D.F., Mexico

K

519 KAIN, MISS JOAN E.—International Cooperation Administration—Washington 25, D.C., USA

575 KAMARACK, ANDREW M.—Economic Adviser—IBRD, 1818 H Street, N.W., Washington 25, D.C., USA

582 KAZI, A. G. N.—Government of West Pakistan—Lahore, Pakistan

176 KEENLEYSIDE, HUGH L.—Chairman—British Columbia Power Commission—P.O. Box 500, Victoria, B.C., Canada

135 KELLOGG, DR. CHARLES E.—Assistant Administrator—Soil Conservation Service—USDA, Washington 25, D.C., USA

322 KENNEDY, RICHARD A.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

515 KEOGH, DAVID J.—USOM—c/o American Embassy, Port-au-Prince, Haiti

217 KERTESZ, DR. Z. I.—Professor of Chemistry—Cornell University—N.Y. State Agricultural Exper. Sta.—Geneva, N.Y., USA

523 KEVAN, ROBERT A.—Department Coordinator of International Affairs—HEW—330 Independence Avenue, S.W., Washington 25, D.C., USA

422 KIM, TAI DONG—Director, Coordination Bureau—Ministry of Reconstruction—Seoul, Korea

136 KNAPP, J. BURKE—Vice President—World Bank—1818 H Street, N.W., Washington 25, D.C., USA

454 KNAPP, LAURENCE A.—Attorney—910—17th Street, N.W., Washington 6, D.C., USA

258 KNAPPEN, DR. MARSHALL—Professor of Political Science—George Washington University—Washington, D.C., USA

68 KOENIG, NATHAN—Agricultural Marketing Service—U.S. Dept. of Agriculture—Washington 25, D.C., USA

350 KOPF, DR. KENNETH—Chief, Agric. Research Branch—Office of Economic Coordinator for Korea—APO 301—San Francisco, Calif., USA

137 KRAUTHOFF, LOUIS C. II—Admin. Asst. to the Pres.—Comm. for a Nat'l Trade Policy—1025 Conn. Ave., N.W., Washington 6, D.C., USA

21 KRIESBERG, MARTIN—Agricultural Marketing Service—U.S. Dept. of Agriculture—Washington 25, D.C., USA

22 KRISHNASWAMI, DR. K. S.—Reserve Bank of India—Bombay 8, India

273 KUHN, MRS. DELIA—3116 Cathedral Avenue, N.W., Washington 8, D.C., USA

274 KUHN, FERDINAND—3116 Cathedral Avenue, N.W., Washington 8, D.C., USA

216 KULBERG, RAOUl—1825 R Street, N.W., Washington 9, D.C., USA

64 KUMARI, MISS SHRADDHA—Lucknow University—Lucknow, Uttar Pradesh, India

363 KUO, DR. LESLIE TSE-CHIU—3703 Chevy Chase Lake Drive, Chevy Chase, Maryland, USA

138 KUZNETS, DR. SIMON—Professor of Political Economy—Johns Hopkins University—Baltimore 18, Maryland, USA

286 KYLE, JOHN HAMILTON—Editor—Johns Hopkins Press—Baltimore 18, Maryland, USA

L

226 LAMAR, RALPH E. III—Student—Rural Sociology—Cornell University—Ithaca, New York, USA

409 LAND, DR. S. LEWIS—Dir. Vocational Teacher Education—Penn. State Univ.—301 Borrows Bldg.—University Park, Pa., USA

479 LANIER, RAPHAEL OHARA—Project Director—Phelps-Stokes Fund—101 Park Avenue, New York 17, N.Y., USA

410 LARRABEE, ERIC—Executive Editor—American Heritage—551 Fifth Ave.—New York 17, N.Y., USA

504 LARSEN, GILBERT E.—Economic Section—c/o American Embassy, Mexico, D.F., Mexico

374 LARSON, CHARLES C.—Research Associate—State University College of Forestry—Syracuse 10, New York, USA

446 LARSON, DR. C. THEODORE—Professor—College of Architecture & Design—U. of Michigan—Ann Arbor, Michigan, USA

565 LAVES, DR. WALTER H. C.—Chairman Dept. of Government—Indiana Univ., Bloomington, Indiana, USA

541 LAW, HOWARD E.—Director—Consejo de Bienestar Rural—Apartado del Este 5407, Caracas, Venezuela

605 LAWRENCE, CHARLES B., JR.—(Statistical Advisor—Surveys & Research Corp.)—1010 Vermont Ave., N.W., Washington 5, D.C.)—OEC—APO 301, San Francisco, Cal., USA

528 LAWSON, G. W., JR.—Chief, Public Administration Division—ICA—Washington 25, D.C., USA

557 LEAKE, WOODROW W.—American Consulate, Dacca, Pakistan

23 LECHLITER, IRVIN—Exec. Dir.—American Veterans Committee—1830 Jefferson Place, N.W., Washington, D.C., USA

380 LE CRON, JAMES D.—2700 Belrose Avenue, Berkeley 5, California, USA

373 LEESTMA, ROBERT—Education Advisor, Thailand—Jusmag Attn: USOM-APO 74, Box B—San Francisco, California, USA

393 LEET, GLEN—Program Director—Save the Children Federation—Boston Post Road, Norwalk, Connecticut, USA

400 LEITCH, DR. ISABELLA—Dir.—Commonwealth Bureau of Animal Nutrition—Rowett Research Inst.—Bucksburn, Aberdeenshire, Scotland

485 LEITE, DR. CLEANTHO DE PAIVA—Director, National Bank of Economic Development—Rua Sete de Setembro 48, Rio de Janeiro, Brazil

455 LEJEUNE, A. P.—4, Rue Martin de Thezillat—Neuilly sur Seine—Paris, France

11 LENHART, ROBERT F.—Comm. for Economic Development—1000 Connecticut Avenue, N.W., Washington 6, D.C., USA

590 LEPAWSKY, ALBERT—Director—Reg. Training Centre, UNFELows—Univ. of British Columbia, Vancouver 8, B.C., Canada

387 LEVICK, KENNETH S.—Industry Program Officer—International Cooperation Administration—Washington 25, D.C., USA

253 LEVY-HAWES, MAURICE—International Economic Consultants—919-18th Street, N.W., Washington 6, D.C., USA

139 LEWIS, DR. A. B.—Assoc. Dir. for Agric. Economics—Council on Economic & Cultural Affairs—630 Fifth Ave., New York 20, N.Y., USA

583 LICHT, IRVING H.—ICA—Washington 25, D.C., USA

555 LIEBERMAN, DR. J. BEN—Communication Consultant—202 Beverly Road, White Plains, N.Y., USA

302 LIEBERMAN, MILTON D.—Statistician—U.S. Bureau of the Census—Washington 25, D.C., USA

140 LIGUTTI, RT. REV. MSGR. LUIGI—Exec. Dir.—National Catholic Rural Life Conference—3801 Grand Ave., Des Moines 12, Iowa, USA

567 LIKERT, DR. RENIS—Director—Inst. for Social Research—Univ. of Michigan, Ann Arbor, Michigan, USA

604 LIN, SHU YEN—FAO of the UN—Apartado Postal 608—San Salvador, El Salvador

490 LINCOLN, FRANCIS F.—U.S. Department of State—Washington 25, D.C., USA

359 LINDEMAN, JOHN—International Economic Consultants, Inc.—919 18th St., N.W., Washington 6, D.C., USA

491 LININGER, DR. FRED F.—Consultant (Agriculture)—159 W. Park Avenue—State College, Pennsylvania, USA

*609 ARTHUR D. LITTLE, INC.—30 Memorial Drive, Cambridge 42, Massachusetts, USA

335 LLOYD, ROLLAND—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

246 LOCKWOOD, MRS. AGNESE N.—Assistant Editor—Carnegie Endowment—245 E. 46th Street, New York 17, New York, USA

239 LOFTUS, MARTIN L.—Librarian—International Monetary Fund & World Bank—19th & H Sts., N.W., Washington 25, D.C., USA

413 LOOMIS, DR. CHARLES P.—Res. Prof.—Dept. of Sociology & Anthropology—Mich. State Univ.—East Lansing, Michigan, USA

65 LORD, RUSSELL—Landmark House, Bel Air, Maryland, USA

66 LORIMER, DR. FRANK—Professor of Sociology—American University—Washington, D.C., USA

141 LOWDERMILK, WALTER G.—Consultant (soil & water conservation)—547 Spruce St., Berkeley 7, California, USA

360 LOWENSTEIN, FRANK—Robert R. Nathan Associates (Burma)—1218 16th Street, N.W., Washington 5, D.C., USA

437 LUBBOCK, DAVID—Farnell Mains—Brechin—Angus—Scotland

321 LUCAS, WILLIAM A.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

M

433 MAC GILLIVRAY, DR. JOHN—Professor—Department of Vegetable Crops—University of California—Davis, California, USA

24 MADDOX, JAMES G.—University of North Carolina—Wake Forest, North Carolina, USA

442 MADRID, DR. CARLOS—Director, Andean Zone—Project 39, OAS—Apartado 478—Lima, Peru

591 MAESTRI, R.—Adviser, Latin American Affairs—World Bank—Washington 25, D.C., USA

412 MALENBAUM, DR. WILFRED—Prof. of Economics—Center for International Studies—MIT—50 Memorial Dr., Cambridge 39, Mass., USA

261 MARR, PAUL D.—Stanford Research Institute—Menlo Park, California, USA

420 MARULL, DR. JOSE—IIAS—Casilla 1217—Montevideo, Uruguay

540 MARUS, JOHN S.—Area Development Program Asst.—USOM/Bolivia (ICA)—c/o U.S. Embassy, La Paz, Bolivia

486 MARZETTI, LAWRENCE A.—Chief, Consultations Br., Intern'l Statistical Progr. Office—U.S. Census Bureau, Washington 25, D.C., USA

67 MASALDAN, P. N.—34 Lat Kalan, Lucknow, Uttar Pradesh, India

*615 MASSEY—FERGUSON LIMITED—915 King St., West—Toronto 3, Ontario, Canada

462 MASSON, FRANCIS G.—Canadian-American Committee—National Planning Ass'n—5527 Nevada Ave., N.W.—Washington 15, D.C., USA

407 MATHEW, P. M.—Addl. Secretary to Government of Kerala—Trivandrum, India

240 MAYER, DAVID—Chief, Plans & Forecasts Branch—U.S. Atomic Energy Commission—Washington 25, D.C., USA

522 McCAHON, WILLIAM H.—Exec. Director—Advisory Committee on Voluntary Foreign Aid—ICA—Washington 25, D.C., USA

68 McCASKILL, JOSEPH C.—U.S. Department of the Interior—Washington 25, D.C., USA

219 McFARLANE, V. H.—Permanent Secretary—Chief Minister's Office & Ministry of Development—Jamaica, West Indies

564 McMILLAN, ROBERT T.—Public Administration Division—ICA—Washington 25, D.C., USA

385 MEIER, OSCAR W.—Vice-President—International Development Services—1270 Avenue of the Americas, New York 20, N.Y., USA

271 MEIER, RICHARD L.—Research Associate—Mental Health Research Institute—University of Michigan—Ann Arbor, Michigan, USA

458 MELVIN, DR. BRUCE—Assistant Professor—University of Maryland—College Park, Maryland, USA

209 METTGER, H. PHILIP—Vice-President—Governmental Affairs Institute—1726 Massachusetts Ave., N.W., Washington 25, D.C., USA

533 METZGER, THURL D.—Executive Secretary—Heifer Project, Inc.—115 E. Main St., North Manchester, Indiana, USA

167 MEYER, MORTON A.—Statistics & Census Advisor to Uruguay—c/o ISPO—Bureau of the Census—Washington 25, D.C., USA

394 MEZIROW, DR. J. D.—Community Development Advisor—ICA (Pakistan) USOM—c/o U.S. Embassy—APO 271, New York, N.Y., USA

142 MILLAR-CRAIG, HAMISH—Permanent Secretary—Ministry of Finance—P. O. Box 1420—Accra, Ghana

395 MILLER, ABRAM A.—U.S. Bureau of the Census—Washington 25, D.C., USA

241 MILLER, MRS. JEAN DUPONT—Overseas Communications Media Exchange Officer—ICA—Washington 25, D.C., USA

520 MILLER, RAYMOND C.—Student—Maxwell School—Syracuse University—Syracuse, New York, USA

521 MILLER, DR. RAYMOND W.—President, World Trade Relations, Ltd.—Dupont Circle Building, Washington 6, D.C., USA

230 MILLIKAN, DR. MAX—Director, Center for International Studies—Massachusetts Institute of Technology—Cambridge, Mass., USA

143 MILOVANOVIC, DR. VASILJE—Economic Counselor—Yugoslav Embassy—1520 16th St., N.W., Washington, D.C., USA

208 MINICLIER, LOUIS M.—Chief, Community Development Division—ICA—Washington 25, D.C., USA

144 MIRZA, MUMTAZ—Managing Director—Agricultural Development Finance Corp.—Victoria Road, Karachi, Pakistan

69 MOORE, BEN T.—Associate Director—Twentieth Century Fund—41 E. 70th Street, New York 21, N.Y., USA

341 MOORE, FRANK J.—Land Tenure Advisor—USOM/Iran (Agriculture)—APO 205, c/o Postmaster, New York, N.Y., USA

248 [MOORE, ROSS]

498 MORRISON, HOWARD P.—Industrial Consultants—1745 K Street, N.W.—Washington 6, D.C., USA

482 MORRISON, LAWRENCE—Howard P. Morrison, Industrial Consultants—1745 K Street, N.W., Washington 6, D.C., USA

210 MORSE, JOHN W.—Assistant Professor of Economics—Hobart & William Smith College, Geneva, N.Y., USA

383 MORSE, RICHARD—Stanford Research Inst.—Consultant on Small Industries—A2 Jhaveri Mansion—Little Gibbs Road, Bombay 6, India

278 MOSES, MORRIS—Economic Consultant—Economic Development Administration—Santurce, Puerto Rico

70 MOSHER, DR. ARTHUR T.—Executive Director—Council on Economic & Cultural Affairs—630 Fifth Ave., New York 20, N.Y., USA

595 MOSHER, NORMAN W.—Dept. of Economics—Univ. of Maryland, College Park, Maryland, USA

616 MOSS, EDWARD K.—President—Edward K. Moss Im'l—1025 Connecticut Avenue, N.W., Washington 6, D.C., USA

25 MOUNTAIN, BARRY—Daniel Mann, Johnson & Mendenhall—1145 19th St., N.W., Washington 6, D.C., USA

26 MOWLL, DR. J. U.—Chief, Marketing Research—Nuclear Division—Glen L. Martin Co.—Essex, Maryland, USA

236 MOYER, DR. RAYMOND T.—APO 301, San Francisco, Calif., USA

333 MULKEY, PHILLIP H.—International Development Services—USOM—c/o U.S. Embassy—Guatemala City, Guatemala

481 MYER, DILLON S.—Consultant, United Nations—3025 Daniel Lane, N.W., Washington 15, D.C., USA

N

347 NAJJAR, KAMAL S.—Manager, East and West Store—Al-Khobar, Saudi, Arabia

284 NATHAN, KURT—Office of Far East Operations, Korea Div.—ICA—Washington 25, D.C., USA

27 NATHAN, ROBERT R.—Robert R. Nathan Associates—1218 16th St., N.W., Washington 5, D.C., USA

338 NEAL, ERNEST E.—USOM Monrovia—c/o U.S. Department of State—Washington 25, D.C., USA

244 NEALE, JOHN R.—1257 Maya Capac, Lima, Peru

550 NELSON, CHARLES A.—Nelson Associates—172 S. Broadway, White Plains, N.Y., USA

318 NELSON, SAUL—Consulting Economist—Robert R. Nathan Associates—1218 16th St., N.W., Washington 5, D.C., USA

493 NEWTON, MISS BERNICE—Administration & Finance—World Health Organization—Palais des Nations—Geneva, Switzerland

71 NGUYEN PHU DUC, HON.—First Secretary—Embassy of Viet Nam—2251 R St., N.W., Washington 25, D.C., USA

275 NICHOLS, ROBERT A.—U.S. Agricultural Attaché—U.S. Embassy—Buenos Aires, Argentina

191 NILES, HENRY E.—President—Baltimore Life Insurance Co.—Charles & Saratoga Streets, Baltimore 1, Maryland, USA

197 NILES, MRS. MARY CUSHING—Management Writer & Consultant—307 Tuscaný Road, Baltimore 10, Maryland, USA

145 NOFFSINGER, DR. J. G.—Director, International Voluntary Services—1930 Columbia Road, N.W., Washington 9, D.C., USA

O

243 OHLY, DR. JOHN H.—International Cooperation Administration—Washington 25, D.C., USA

422 OKLAHOMA STATE UNIVERSITY—Attn: William S. Abbott—Stillwater, Oklahoma, USA

438 OLIVENCIA, PEDRO J.—Agricultural Extension Specialist—HAS—Box 2861—Havana, Cuba

72 OLIVER, ROBERT—Robert Oliver & Associates—1026 17th Street, N.W., Washington, D.C., USA

2 OSHINS, ROBERT L.—Director of Research—Democratic National Committee—1001 Connecticut Ave., N.W., Washington, D.C., USA

618 OSTRANDER, F. TAYLOR—Ass't to Chairman, American Metal Climax, Inc.—61 Broadway, New York 6, N.Y., USA

146 OTI, SAMUEL—Secretary—Eastern Region Development Corporation—Enugu, Nigeria

P

505 PAIGE, ROBERT M.—Chief, Philippines Division—ICA—Washington 23, D.C.

401 PAPANEK, GUSTAV F.—Research Assoc.—Harvard Univ.—Pakistan-Iran Project—6 Divinity Ave., Cambridge 38, Massachusetts, USA

147 PAPIC, AUGUSTIN—General Manager—Yugoslav Investment Bank—Tarazije F-9, Beograd, Yugoslavia

361 PARKER, GLEN L.—Robert R. Nathan Associates (Burma)—1218 16th Street, N.W., Washington 5, D.C., USA

256 PARKER, HARRISON—Student, Harvard University—375 Howard Street, Cambridge 38, Massachusetts, USA

346 PARSONS, DR. KENNETH H.—Professor of Agricultural Economics—University of Wisconsin, Madison, Wisconsin, USA

148 PATTON, JAMES G.—President—National Farmers Union—1575 Sherman Street, Denver, Colorado, USA

419 PAZ, ING. LUIS J.—Agricultural Economist—IIAS—La Molina—Apartado 478—Lima, Peru

506 PECCCI, AURELIO—Chairman, Italconsult—Via Piemont 8—Rome, Italy

414 PEEBLES, TRUMAN F.—Agricultural Officer—FAO—Viale delle Terme di Caracalla—Rome, Italy

526 PELISSIER, MRS. RAYMOND F.—Student—Institute of Languages & Linguistics—Georgetown U.—Washington, D.C., USA

576 PERINBAM, LEWIS—General Secretary—World University Service of Canada—2 Wilcock St., Toronto 5, Ontario, Canada

397 PERLOFF, HARVEY S.—Head, Regional Program—Resources for the Future—1145 19th St., N.W., Washington 6, D.C., USA

205 PERRAM, ANTHONY R.—Finance Dir., Treasurer's Dept.—World Bank—1818 H St., N.W., Washington 25, D.C., USA

149 PETER, HOLLIS W.—Associate Director—Foundation for Research in Human Behavior—1141 E. Catherine St., Ann Arbor, Mich., USA

28 PETERS, REV. JOHN L.—President, World Neighbors—1145 19th Street, N.W., Washington, D.C., USA

287 PFEIFFER, MISS ARIZL R.—International Cooperation Administration—Washington 25, D.C., USA

12 PHILLIPS, DR. RALPH W.—Dir., Internal Organization Affairs—FAS—USA, Washington 25, D.C., USA

150 PHILLIPS, DR. W. T.—School for Advanced Intern'l Studies—Johns Hopkins Univ., 1906 Florida Ave., N.W., Washington, D.C., USA

478 PIKE, MISS LOUISE A.—Daniel, Mann, Johnson & Mendenhall—1145—19th St., N.W., Washington 6, D.C., USA

*600 PLANNED PARENTHOOD FEDERATION OF AMERICA—501 Madison Avenue—New York 22, N.Y., USA

514 PODEA, DR. TITUS—President—International Technical Development, Inc.—817 Fifth Avenue—New York 21, N.Y., USA

73 POLSON, ROBERT A.—Dept. of Rural Sociology—Warren Hall—N.Y. State College of Agric.—Cornell Univ.—Ithaca, N.Y., USA

538 POTTER, DALTON—Assistant to President—American University at Cairo—175 Fifth Avenue, New York 10, N.Y., USA

74 POTTER, NEAL—6801 Brookville Road—Chevy Chase, Maryland, USA

496 POWELSON, DR. JOHN P.—Professor of Economic Development—Johns Hopkins U.—1900 Florida Avenue, N.W.—Washington 9, D.C., USA

151 PRASAD, DR. P. S. N.—Assistant Director, Economic Staff—World Bank—1818 H St., N.W., Washington 25, D.C., USA

222 PRAWL, WARREN—313 E. Edwards Street, Endicott, N.Y., USA

201 PRENTICE, DR. EDWARD S.—International Industrial Development Center—Stanford Research Institute—Menlo Park, Calif., USA

466 PRICE, MAURICE T.—Consultant (social science, operations analysis, & teaching)—Box 490, Route 5—Fairfax, Virginia, USA

532 PRITCHARD, ROSS J.—Director—Dept. of International Studies—Southwestern at Memphis—Memphis, Tennessee, USA

245 PROCHNOW, LLOYD A.—Statistical Consultant (Pakistan)—Bureau of the Census—USOM—c/o U.S. Embassy, APO 271, New York, N.Y., USA

415 PROVINCE, DR. JOHN H.—Field Associate—CECA—University of the Philippines—Quezon City, Philippines

75 PRYOR, DONALD J.—Exec. Dir.—Cleveland Council on World Affairs—919 Society for Savings Bldg., Cleveland 14, Ohio, USA

Q

476 QURESHI, M. L.—Chief Economist—Planning Commission of Pakistan—Karachi, Pakistan

R

440 RAPER, ARTHUR F.—Orientation Officer—International Cooperation Administration—Washington 25, D.C., USA

477 RAUSHENBUSH, STEPHEN—Public Affairs Institute—312 Pennsylvania Avenue, S.E., Washington 3, D.C., USA

436 REED, DR. OLLIE E.—4927—30th Place, N.W., Washington, D.C., USA

352 REED, WILLIAM E.—Chief, International Development Services—Ministry of Agriculture—P.O. Box 14, Tamala, Ghana

76 REISNER, DR. JOHN H.—32 Haverford Road, Hicksville, Long Island, New York, USA

153 REYNOLDS, MRS. FLORENCE—4010 Wexford Drive—Kensington, Maryland, USA

511 RHOADES, TAYLOR—Budget Analyst—International Cooperation Administration—Washington 25, D.C., USA

29 RICE, ANDREW E.—Editor, Doorway to the 20th Century—111 Roney Lane, Syracuse 5, N.Y., USA

501 RICE, TIMOTHY E.—Student, Yale University—59 Division St., New Haven, Connecticut, USA

478 RILEY, HENRY W.]

214 RIPOCHE, PAUL—Chargé de Mission—Comité Monétaire de la Zone Franc—Banque de France—Paris 1er, France

168 ROBB, JOHN H.—Research Associate—Priority Problems Research Institute—1841 Irving St., N.W., Washington 10, D.C., USA

507 ROBINSON, DR. LELAND REX—Chairman, Technical Assistance Clearing House—76 Beaver Street, New York 5, N.Y., USA

319 ROBISON, DR. A. E.—Senior Economist—Stanford Research Institute—Menlo Park, California, USA

448 RODRIGUEZ, LUIS ALBERTO—799 Monroe Street, N.E., Washington 17, D.C., USA

154 ROGERS, DR. CHARLES E.—Agricultural Marketing Service—U.S. Dept. of Agriculture—Washington 25, D.C., USA

77 ROSEN, S. MCKEE—Chief, Public Administration Training Branch—ICA—Washington 25, D.C., USA

78 ROSENBERG, LEONARD G.—c/o UN Resident Representative—39 Jabotinsky St., Talbieh, Jerusalem, Israel

31 ROSS, EMERSON D.—Chief, Economic Development Division—U.S. Department of State, Washington 25, D.C., USA

488 ROW, DR. W. HAROLD—Executive Secretary—Brethren Service Commission—22 S. State Street—Elgin, Illinois, USA

547 RUBENSTEIN, A. IRWIN—1815 17th Street, N.W., Washington 9, D.C., USA

79 RYERSON, DR. KNOWLES—Dean, College of Agriculture—University of California—133 Giannini Hall, Berkeley 4, Calif., USA

215 SMITH, DAVID G.—Graduate Student—Columbia University—New York 27, N.Y., USA

171 SMITH, FREEMAN P.—Chief of Party (Agriculture)—USOM—c/o U.S. Embassy, Lima, Peru

268 SMITH, DR. T. LYNN—Professor of Sociology—University of Florida—Gainesville, Florida, USA

233 SNYDER, RAUB—Vice President—International Development Services—1270 Avenue of the Americas, New York 20, N.Y., USA

543 SODMAN, NORMAN L.—PMB 5029—Ministry of Agriculture—Ibadan, Nigeria

157 SOENGOND, R.—Director—State Bank for Industrial Development—Djakarta, Indonesia

449 SOLARI, DR. ALEJANDRO—Head OAS—ETAS (Brazil) GEOS (Argentina)—Ave. P. Roosevelt 39, S 1205—Rio de Janeiro, Brazil

83 SOLOMON, LEO M.—Consultant—2430 Pennsylvania Avenue, N.W.—Washington 7, D.C., USA

84 SOLOW, ANATOLE A.—Chief, Division of Housing & Planning—Pan American Union—Washington 25, D.C., USA

186 SONG-IN-SANG, HONORABLE—Minister of Reconstruction—Seoul, Korea

569 SOOI, HOOI KAM—Central Bank of Malaya—Kuala Lumpur, Malaya

85 SOPER, Fred L., M.D.—4104 Rosemary Street—Chevy Chase, Maryland, USA

556 SPACKMAN, THOMAS—Thornbury Farm, RFD 5, Westchester, Pa., USA

426 SPENCE, HARRY L., JR.—Regional Representative, UNTAB—Box 86, P.I.D.C. Building—Karachi, Pakistan

158 SPETLAND, OLAF H.—Director, World Extension Dept.—Credit Union National Ass'n.—1617 Sherman Ave., Madison, Wisconsin, USA

98 STALEY, EUGENE S.—Senior International Economist—Stanford Research Institute—Menlo Park, California, USA

86 STANDISH, MYLES—Vice President—Executive Library Service—3209 Columbia Pike—Arlington 4, Virginia, USA

*610 STANFORD RESEARCH INSTITUTE—Menlo Park, California, USA

307 STANFORD UNIVERSITY LAW LIBRARY—Stanford, California, USA

551 STEELE, THEODORE—Richardson, Bellows, Henry and Co., 1 West 57th St., New York, N.Y., USA

301 STEPANEK, JOSEPH E.—Consulting Engineer—Stanford Research Institute—Menlo Park, California, USA

602 STEVENS, HOPE R.—President—United Mutual Life Insurance Co.—310 Lenox Ave., New York 27, N.Y., USA

32 STIEBELING, DR. HAZEL K.—Director, Institute of Home Economics—U.S. Department of Agriculture—Washington 25, D.C., USA

159 STONE, DONALD C.—Dean, Graduate School of Public & Intern'l Affairs—University of Pittsburgh—Pittsburgh 13, Pa., USA

314 STONE, WYMAN R.—ICA (Costa Rica)—USOM—c/o American Embassy—San José, Costa Rica

445 STONEMAN, WALTER G.—Program Officer—ICA Institute—SAIS—Johns Hopkins U.—Washington, D.C., USA

589 STOVER, CARL F.—The Brookings Institution—722 Jackson Place, N.W., Washington 6, D.C., USA

160 STREET, THOMAS E.—Assistant Agricultural Attaché—India—c/o American Embassy, New Delhi, India

376 STULMAN, JULIUS—Larchmont, New York, USA

489 SUN, DR. NORMAN—Chairman, Dept. of Economics—Park College—Parkville, Missouri, USA

33 SUZUKI, HON. GENG—Financial Minister—Embassy of Japan—2516 Massachusetts Ave., N.W., Washington, D.C., USA

525 SWAN, MRS. HELEN E.—Administrative Officer—Public Health Division—ICA—Washington 25, D.C., USA

417 U MIN SWE—Controller of Foreign Exchange—c/o Union Bank of Burma—Rangoon, Burma

87 SWERDLOW, DR. IRVING—Professor of Economics—Maxwell Graduate School—Syracuse University—Syracuse 10, N. Y., USA
 ★603 SYRACUSE UNIVERSITY—Syracuse, New York, USA

T

34 TAEUBER, CONRAD F.—Assistant Director—U. S. Bureau of the Census—Washington 25, D. C., USA
 259 TAEUBER, MRS. *IRENE B.—Demographer—Office of Population Research—Princeton Univ.—5 Ivy Lane—Princeton, N. J., USA
 362 TAKAHASHI, SHIGEHIRO—Robert R. Nathan Associates (Burma)—1218 16th Street, N.W.—Washington 5, D. C., USA
 617 TALBOT, PHILLIPS—Exec. Dir., American Universities Field Staff, 366 Madison Ave., New York 17, N. Y., USA
 203 TANG, MISS CHING-YI—Secretary—International Mass Education Movement—1790 Broadway, New York 19, N. Y., USA
 88 TANNOUS, DR. AFIF I.—Chief, Africa & Middle East Br.—Foreign Agric. Serv.—USAID—Washington 25, D. C., USA
 292 TARIKI, SHEIKH ABDULLAH H.—Director General of Petroleum & Mineral Affairs—P.O. Box 345—Jeddah, Saudi Arabia
 161 TAYLOR, DR. CARL C.—Consultant, Rural Development, Ford Foundation—3139 N. Abingdon St.—Arlington, Virginia, USA
 162 TAYLOR, DAVID G.—5022 Muir Ave., San Diego 7, California, USA
 472 TAYLOR, MRS. NINA—P.O. Box 12—Lone Pine, California, USA
 152 TAYLOR, PAUL S.—Chairman, Institute of International Studies—376 Library Annex—Univ. of Calif.—Berkeley 4, California, USA
 35 TETRO, ROBERT C.—Assistant Administrator—Foreign Agricultural Service—USAID, Washington 25, D. C., USA
 316 TEXTOR, ROBERT B.—Department of Sociology & Anthropology—Cornell University—Ithaca, New York, USA
 428 THORNBROUGH, ALBERT A.—President—Massey-Ferguson, Ltd.—915 King Street West—Toronto, Ontario, Canada
 381 THORNBURG, DAVID—International Development Services—USOM—c/o U. S. Embassy—La Paz, Bolivia
 211 THORP, DR. WILLARD L.—Amherst College—Box 341—Amherst, Massachusetts, USA
 499 THURBER, CLARENCE E.—Program Associate—Ford Foundation—477 Madison Avenue—New York 22, N. Y., USA
 166 TINLEY, DR. J. M.—Vice Chairman & Professor of Agricultural Economics—University of California—Davis, California, USA
 379 TILUS, HARVEY L.—President, Carbon Black Export, Inc.—420 Lexington Avenue, New York 17, N. Y., USA

U

500 UEDA, TORAZO—Export-Import Bank of Japan—c/o The Bank of Tokyo, Ltd.—100 Broadway—New York 5, N. Y., USA
 447 UNESCO RESEARCH CENTRE—Director—P.O. Box 242—Calcutta, India
 578 UNITED NATIONS LIBRARY—United Nations, New York, N. Y., USA
 ★612 UNIVERSITY OF CALIFORNIA—Berkeley 4, California, USA

V

91 VAN DYKE, S. H.—Director, Office of Africa & Far East—ICA—Washington 25, D. C., USA
 281 VARNEY, HARRY R.—Agricultural Attaché—c/o U. S. Embassy—Djakarta, Indonesia
 553 VERSLUYS, DR. J. D. N.—Deputy Dir.—UNESCO Research Centre, P.O. Box 242, Calcutta, India
 607 VIDELA, PROF. JORGE A.—Inter-American Housing & Planning Center, Apartado Aereo 6209, Bogota, Colombia
 36 VIZZARD, REV. JAMES L.—Assistant Director—NCILC—3801 Grand Avenue, Des Moines 12, Iowa, USA
 468 VOGELSONG, WILLIAM E.—International Cooperation Administration, Washington 25, D. C., USA
 429 VOGT, WILLIAM—National Director—Planned Parenthood Federation of America—501 Madison Ave., New York 22, N. Y., USA

W

92 WAGENET, R. GORDON—U. S. Department of Labor—Washington 25, D. C., USA

LIST II. NUMERICAL

1 R. W. Hudgens 26 Dr. J. U. Mowll 51 Osborne T. Boyd 76 Dr. John H. Reisner 101 Dr. Sakidjan Atmosudigdo
 2 Robert L. Oshins 27 Robert R. Nathan 52 Dr. J. Lossing Buck 77 S. McKeon Rosen 102 Dale Barnard
 3 Gove Hambridge 28 Rev. John L. Peters 53 Dr. Suni Carlson 78 Leonard G. Rosenberg 103 Dr. H. C. Barton, Jr.
 4 Jerome Jacobson 29 Andrew E. Rice 54 Myer Cohen 79 Dr. Knowles Ryerson 104 Dr. Harvey F. Baty
 5 Philip M. Glick 30 Mrs. Frances W. Davis 55 Dr. O. B. Conoway, Jr. 80 Vijay N. Shukla 105 Paul Bernickie
 6 Robert E. Asher 31 Emerson D. Ross 56 Calvert L. Dedrick 81 Donald F. Simpson 106 Robert B. Black
 7 George A. Barnes 32 Dr. Hazel K. Shiebeling 57 Kenneth H. Faris 82 Durja Prasad Singh 107 George Lushington Bowen
 8 Marion Clawson 33 Hon. Gengo Suzuki 58 Joseph L. Fisher 83 Leo M. Solomon 108 Dr. Karl Brandt
 9 Dr. Joao Gonçalvez de Souza 34 Conrad F. Tauber 59 Cannon C. Earne 84 Anatole A. Solow 109 Darwin Charles Brown
 10 Michael L. Hoffman 35 Robert C. Tetro 60 Mrs. R. E. Heisey 85 Fred L. Soper, M.D. 110 Gardner M. Brown, Jr.
 11 Robert F. Lenhart 36 Rev. James L. Vizzard, S.J. 61 Rey M. Hill 86 Myles Standish 111 Dr. R. E. Buchanan
 12 Dr. Ralph W. Phillips 37 M. L. Wilson 62 Dr. N. G. D. Joardar 87 Dr. Irving Swerdlow 112 Carl G. Burness
 13 Miss Lucy Brown 38 His Excellency U Win 63 Nathan Koenig 88 Dr. Alfif I. Tannous 113 Harlan Cleveland
 14 William N. Collison 39 Gerald F. Winfield 64 Miss Shradhha Kumari 89 Ralph L. Trisko 114 A. J. Creshoff
 15 Theodore Geiger 40 Dr. John H. Adler 65 Russell Lord 90 Joseph L. Tryon 115 William Diamand
 16 Pedro A. Gonzalez 41 J. Russell Andrus 66 Frank Lorimer 91 S. H. Van Dyke 116 Alvin G. Edgell
 17 Daniel Haley 42 Harold Ballou 67 P. N. Masaldan 92 R. Gordon Wagenet 117 Martin H. Eker
 18 Dr. Wilbert C. Hopper 43 Harold V. Barnett 68 Joseph C. McCaskill 93 Dr. Edward W. Weidner 118 Edgar H. Elam, Jr.
 19 Dr. Richard A. Humphrey 44 K. H. Baruth 69 Ben T. Moore 94 Dr. Clifton R. Wharton 119 Joel H. Fisher
 20 Henry Van Zile Hyde, M.D. 45 Seymour Beardsley 70 Dr. Arthur T. Mosher 95 Joseph M. Whelton 120 Arthur Fletcher
 21 Martin Kriesberg 46 Miss Marie Berger 71 Hon. Nguyen Phu Duc 96 Louis L. Williams, M.D. 121 Dr. Isaiah Frank
 22 Dr. K. S. Krishnaswami 47 Dr. Edward M. Bernstein 72 Robert Oliver 97 Edward Ackerman 122 Dr. Harold Frederiksen
 23 Irvin Lechler 48 Dr. Joel Bernstein 73 Robert A. Polson 98 Eugene Staley 123 Patterson J. French
 24 James G. Maddox 49 Frederick J. O. Blachly 74 Neal Potter 99 Abdul Wahab Al-Dabbagh 124 Genevieve Gabower
 25 Barry Mountain 50 Dr. Roy Blough 75 Donald J. Pryor 100 Stanley Andrews 125 Arioto Perez Galliano

126 Allen D. Gordon
 127 Abdel Hadi Mahmoud
 128 Gove Hambidge, Jr., M.D.
 129 J. Daniel Hanley
 130 Dr. Charles M. Hardin
 131 Trimble R. Hedges
 132 Antony Herrey
 133 Choi Siew Hong
 134 Harold F. Johnson
 135 Dr. Charles E. Kellogg
 136 J. Burke Knapp
 137 Louis C. Krauthoff, 2nd
 138 Dr. Simon Kuznets
 139 Dr. A. B. Lewis
 140 Rev. Msgr. Luigi Ligutti
 141 Walter G. Lowdermilk
 142 Hamish Millar-Craig
 143 Vasilije Milovanovic
 144 Mumtaz Mirza
 145 Dr. J. F. Noffsinger
 146 Samuel Oti
 147 Augustin Papic
 148 James G. Patton
 149 Hollis W. Peter
 150 Dr. W. T. Phillips
 151 Dr. P. S. N. Prasad
 152 Paul S. Taylor
 153 Mrs. Florence Reynolds
 154 Dr. Charles E. Rogers
 155 Carroll K. Shaw
 156 Paul C. Sherbert
 157 R. Soengonno
 158 Olaf H. Speland
 159 Donald C. Stone
 160 Thomas E. Street
 161 Dr. Carl C. Taylor
 162 David G. Taylor
 163 Dr. Frank N. Trager
 164 Howard Lewis Trueman
 165 James Douglas Watson
 166 Dr. J. M. Tinley
 167 Morton A. Meyer
 168 John H. Robb
 169 Mushtaq Ahmad
 170 Mirza Muazzaffar Ahmad
 171 Freeman P. Smith
 172 David C. Williams
 173 Ernest Bonhomme
 174 Richard H. Demuth
 175 Dr. Samuel P. Hayes, Jr.
 176 Hugh L. Keenleyside
 177 Abu Bakr N. Shahin
 178 Leon S. Woskoff
 179 Charles M. Smith
 180 Shinichiro Shimojo
 181 Lord Boyd Orr
 182 Jay H. Cerf
 183 Virginia Yaptinchay
 184 H. Earl Diffenderer
 185 Everett J. Burlando
 186 Hon. Song-In-Sang
 187 Juan Bazo S. M.
 188 Charles J. Woodsworth
 189 Donald K. Faris
 190 Roe Goodman
 191 Henry E. Niles
 192 Stanley Burke
 193 Dr. Lawrence Witt
 194 Lukas F. Burckhardt
 195 Jack D. Gray
 196 Vincent Checchi
 197 Mrs. Mary Cushing Niles
 198 F. C. Dhaun
 199 Maria Wilhelm
 200 David E. Hervey
 201 Dr. Edward S. Prentice
 202 Miss Ching-yi Tang
 204 Dr. Charles S. Ascher
 205 Anthony R. Perram
 206 William B. Dale
 207 Lincoln H. Clark
 208 Louis M. Minicler
 209 H. Philip Mettger
 210 John W. Morse
 211 Dr. Willard L. Thorp
 212 Dr. Theodore W. Schultz
 213 Francis A. Young
 214 Paul Ripache
 215 David G. Smith
 216 Raoul Kulberg
 217 Z. I. Kertesz
 218 Weldon B. Gibson
 219 V. H. McFarlan
 220 Maurice D. Atkin
 221 Byron C. Denny
 222 Warren Prawl
 223 Charles Will Wright
 224 Charles F. Adams
 225 Joseph M. Jones
 226 Ralph E. Lamar, III
 227 Dr. Edwin J. Cohn
 228 R. T. Scholes, M.D.
 229 Henry F. Brockschmidt
 230 Dr. Max Millikan
 231 Gordon Alderfer
 232 Dr. F. T. Wahlen
 233 Raub Snyder
 234 Richard V. Bernhart
 235 Arthur Goldschmidt
 236 Dr. Raymond T. Moyer
 237 Morris A. Greene
 238 Rev. Emmanuel Jacques
 239 Martin L. Loftus
 240 David Mayer
 241 Mrs. Jean Dupont Miller
 242 David L. Gordon
 243 John H. Ohly
 244 John R. Neale
 245 Lloyd A. Prochnow
 246 Mrs. Agnes N. Lockwood
 247 Dr. Regina M. Goff
 248 [Ross Moore]
 249 Guy Benveniste
 250 Dr. John M. Hunter
 251 George E. Sadler
 252 Dr. Hollis B. Chinery
 253 Maurice Levy-Hawes
 254 Dr. William M. Biddle
 255 Dr. William Bredo
 256 Harrison Parker
 257 Mr. Moses Abramovitz
 258 Dr. Marshall Knappen
 259 Mrs. Irene B. Taeuber
 260 J. Knight Allen
 261 Paul D. Marr
 262 Miss Marjorie S. Belcher
 263 E. Reeseman Fryer
 264 John I. Armstrong
 265 D. C. Gunesekera
 266 Dr. S. Hadsell
 267 E. A. Bayne
 268 Dr. T. Lynn Smith
 269 Morgan Sibbett
 270 Edward J. Bell
 271 Richard L. Meier
 272 Mrs. Deborah H. Brewer
 273 Mrs. Delia Kuhn
 274 Ferdinand Kuhn
 275 Robert A. Nichols
 276 Oliver Harold Folk
 277 Dr. John H. Huber
 278 Morris Moses
 279 M. A. Huberman
 280 Eugene P. Campbell, M.D.
 281 Harry R. Varney
 282 Miss Jane Wilson
 283 Jack W. Whitteman
 284 Kurt Nathan
 285 Roscoe E. Bell
 286 John Hamilton Kyle
 287 Miss Arizt R. Pfeiffer
 288 Robert L. Brown
 289 Edwin G. Arnold
 290 Edward R. Felder
 291 Edward H. Graham
 292 Sheikh Abdullah H. Tariki
 293 Tilmer O. Eggeretson
 294 John C. Eason
 295 Dr. George W. Hill
 296 Charles H. Shuff
 297 Dr. Abel Wolman
 298 Olin B. Scott
 299 Ernest J. Sanchez
 300 Glen Grisham
 301 Joseph E. Stepanek
 302 Milton D. Lieberman
 303 Miss Phoebe H. Everett
 304 Gaston Roberto Coaracy
 305 Mrs. Lena Passerini Germani
 306 Dr. Lawrence F. Ebb
 307 Stanford University Law Library
 308 Dr. Wolfram U. Drewes
 309 Robert M. Baker
 310 John B. Whitelaw
 311 Miss Anne Walsh
 312 A. C. Hale
 313 W. J. Edens
 314 Wyman R. Stone
 315 Robert W. Wisdom
 316 Robert B. Textor
 317 Palmer W. Wardman
 318 Saul Nelson
 319 Dr. A. E. Robison
 320 Charles C. Bunch
 321 William A. Lucas
 322 Richard A. Kennedy
 323 Quentin L. Isaacson
 324 Ramon Berrocal
 325 Joe C. Hayes
 326 Firmian Brown
 327 Sam M. Fullilove
 328 Andres S. Hernandez
 329 Eliseo Rodriguez Diaz
 330 Luis Castro, Jr.
 331 Milford J. Wilthbank, Jr.
 332 Jack O. Wilmeth
 333 Philip H. Mulkey
 334 James D. Anderson
 335 Rolland Lloyd
 336 Ralph Devons
 337 Claude L. Gideon, Jr.
 338 Ernest E. Neal
 339 C. P. G. J. Smit
 340 John A. Bird
 341 Frank J. Moore
 342 Miss Sophie M. Balicka
 343 Eric H. Biddle
 344 Walter L. Crawford
 345 Dr. John H. Davis
 346 Dr. Kenneth H. Parsons
 347 Kamal S. Najar
 348 Dr. Robert Brittan
 349 Maurice Walk
 350 Dr. Kenneth Kopf
 351 Gilbert H. Ahlgren
 352 William E. Reed
 353 José C. Cardenas
 354 William G. Cäsares
 355 Derek S. Singer
 356 Haldeor Hanson
 357 Murray D. Brice
 358 David L. Chewning
 359 John Lindeman
 360 Frank Lowenstein
 361 Glen L. Parker
 362 Shigeharu Takahashi
 363 Dr. Leslie Tse-Chiu Kuo
 364 Miss Virginia Ashford
 365 W. J. Feuerlein
 366 Walter Wynde, Jr.
 367 Dr. Charles G. Woodbury
 368 Harold S. Fowler
 369 Henry A. Wallace
 370 Louis H. Bean
 371 I. H. Ergas
 372 Dr. Peter G. Franck
 373 Robert Leestma
 374 Charles C. Larson
 375 M. Woodbridge Williams
 376 Julius Stulman
 377 Harry C. Winsor
 378 Gardner Jackson
 379 Harvey L. Titus
 380 James D. LeCron
 381 David Thornburg
 382 Louis V. Walinsky
 383 Richard Morae
 384 Yoshizane Iwasa
 385 Oscar W. Meier
 386 Richard J. G. Bomar
 387 Kenneth S. Levick
 388 Dale Berman
 389 Dr. John Fayerweather
 390 Paul C. Hawkings
 391 T. O. Griesemer
 392 Thomas W. Wilson, Jr.
 393 Glen Leet
 394 Dr. J. D. Mezirow
 395 Abram A. Miller
 396 Willard Johnson
 397 Harvey S. Perloff
 398 [Mrs. Charles A. Huenneke]
 399 Dr. Folke Dovring
 400 Dr. Isabella Leitch
 401 Gustav F. Panepak
 402 George F. Gant
 403 Dr. Lippert S. Ellis
 404 Dr. Dai Ho Chan
 405 Dr. Everett E. Hagen
 406 J. M. Cassells
 407 P. M. Mathew
 408 W. M. Jenkins, Jr.
 409 Dr. S. Lewis Land
 410 Eric Larrabee
 411 Meredith B. Givens
 412 Dr. Wilfred Malenbaum
 413 Dr. Charles P. Loomis
 414 Truman F. Peebles
 415 Dr. John H. Provine
 416 William H. Cassells
 417 U Min Swe
 418 Dr. Albert O. Hirschman
 419 Ing. Luis J. Paz
 420 Dr. José Marull
 421 Ing. Eduardo S. Bello
 422 Tai Dong Kim
 423 Huynh-Van-Lang
 424 Dr. V. Euclides Herrera
 425 Peter H. DeVries
 426 Harry L. Spence, Jr.
 427 Oklahoma State University
 428 Albert A. Thornbrough
 429 William Vogt
 430 Dr. J. N. Behrman
 431 Raymond C. Miller
 432 J. Price Gittering
 433 Dr. John H. MacGillivray
 434 Dr. Raymond W. Miller
 435 Dr. Sudhir Kumar Bose
 436 Dr. Ollie E. Reed
 437 David Lubbock
 438 Pedro J. Olivencia
 439 Col. Phillip Garey
 440 Arthur F. Raper
 441 Mrs. Harriet S. Crowley
 442 Dr. Carlos Madrid
 443 Max De Giulli
 444 Dr. William G. Friedrich
 445 Walter G. Stoneman
 446 Dr. Theodore C. Larson
 447 UNESCO Research Centre
 448 Luis Alberto Rodriguez
 449 Dr. Alejandro Solaro
 450 Donald C. Cameron
 451 William L. Graham
 452 Abdalla Abdul Wahab
 453 John V. Deaver
 454 Lawrence A. Knapp
 455 A. P. Lejeune
 456 Dr. Douglas D. Crary
 457 Miss Elena Shayne
 458 Dr. Bruce L. Melvin
 459 Percy J. Trevelyan
 460 Eugene R. Schlesinger
 461 Dr. Horace De Lien
 462 Francis G. Masson
 463 Basheer Ahmad Anjam
 464 John S. De Beers
 465 Millard D. Zeisberg
 466 Maurice T. Price
 467 Donald E. Church
 468 William E. Vogelsang
 469 Max Fiks
 470 [Henry M. Riley]
 471 Milton P. Siegel
 472 Mrs. Nina Taylor
 473 Inst. for International Order
 474 Mrs. Dorothy Cooke
 475 Hambidge
 476 Enrique Cansado
 477 Stephen Raushenbush
 478 Miss Louise A. Pike
 479 Dr. Raphael O'Hara Lanier
 480 Stephan Blickenstaff
 481 Dillon S. Myer
 482 Lawrence Morrison
 483 Alden W. Boyd
 484 Peter Weiss
 485 Dr. Cleantho de Paiva Leite
 486 Lawrence A. Marzetti
 487 Ing. Enrique F. Blair
 488 Dr. W. Harold Row
 489 Dr. Norman Sun
 490 Francis F. Lincoln
 491 Dr. Fred F. Lininger
 492 Dr. Howard L. Binkley
 493 Miss Bernice Newton
 494 Miss Bess Goodykoontz
 495 J. Sheldon Turner
 496 Dr. John P. Powelson
 497 Roy C. Dawson
 498 Howard P. Morrison
 499 Clarence E. Thurber
 500 Torazo Ueda
 501 Timothy E. Rice
 502 Raimundo Craveri
 503 Mrs. Ursula H. Duffus
 504 Gilbert E. Larsen
 505 Robert M. Paige
 506 Aurelio Peccei
 507 Dr. Leland Rex Robinson
 508 Gale C. Griswold
 509 Wallace J. Campbell
 510 Bernard R. Bell
 511 Taylor Rhoades
 512 Mrs. C. E. Cortner
 513 Mrs. Lorraine K. Cleveland
 514 Dr. Titus Podea
 515 David J. Keogh
 516 Mrs. Eleanor F. Hudgens
 517 Edmund William Henry
 518 Reuben L. Johnson
 519 Miss Joan E. Kain
 520 Dr. C. P. Caranicas
 521 Dr. John S. Ewing
 522 William H. McCaughan
 523 Robert A. Kevan
 524 Joseph A. Todd
 525 Mrs. Helen E. Swan
 526 Mrs. Raymond F. Pelisser
 527 Leonard L. Fischman
 528 G. W. Lawson, Jr.
 529 Walter R. Sharp
 530 Mrs. Vivian Fletcher
 531 John M. Howe
 532 Ross J. Pritchard
 533 Thurl D. Metzger
 534 Byung Kyu Chun
 535 Jair de Arango
 536 Benjamin V. Cohen
 537 C. Graham Eddy
 538 Dalton Potter
 539 Walter S. Salant
 540 John S. Marus
 541 Howard E. Law
 542 Louis E. Heaton
 543 Norman L. Sodman
 544 William J. Waylett
 545 George A. Filinger
 546 John R. Camp
 547 A. Irwin Rubenstein
 548 Major S. K. Anthony
 549 C. H. Zondag
 550 Charles A. Nelson
 551 Theodore Steele
 552 Fred K. Bollman
 553 Dr. J. D. N. Versluys
 554 Boris Scherbak
 555 Dr. J. Ben Lieberman
 556 Thomas Spackman
 557 Woodrow W. Leake
 558 Willard W. Beatty
 559 Roy A. Clifford
 560 George T. Fuller
 561 Donald P. Barnes
 562 Abraham Menco Hirsch
 563 Dr. Robert T. Bower
 564 Robert T. McMillan
 565 Dr. Walter H. C. Laves
 566 David H. Burger
 567 Rensis Likert
 568 W. Hugh Walker
 569 Hooi Kam Sooi
 570 Mrs. E. P. Allison
 571 Darrell G. Wells
 572 Dr. G. E. Hilbert
 573 A. B. A. Johnston
 574 Eric G. James

LIST III. ORGANIZATIONAL

A

ALASKA DEPARTMENT OF NATURAL RESOURCES—285
AMERICA COMMITTEE ON AFRICA—484
AMERICAN FRIENDS SERVICE COMMITTEE—513
AMERICAN INTERNATIONAL ASSOCIATION—344-546
AMERICAN HERITAGE—410
AMERICAN METAL CLIMAX, INC.—618
AMERICAN ORT FEDERATION—105-119
AMERICAN UNIVERSITIES FIELD STAFF—267-617
AMERICAN UNIVERSITY—66
AMERICAN UNIVERSITY AT CAIRO—538
AMERICAN VETERANS COMMITTEE—23
AMERICANS FOR DEMOCRATIC ACTION—172
AMHERST COLLEGE—211
ASIA FOUNDATION LIBRARY, THE—282
ASIA SOCIETY, THE—156
ATOMIC ENERGY COMMISSION—240

B

BALTIMORE LIFE INSURANCE CO.—191
BANCO CENTRAL DEL ECUADOR—353
BANK OF KOREA—534
BANQUE DE FRANCE—214
BOOZ, ALLEN AND HAMILTON—577
BRAZIL NATIONAL BANK OF ECONOMIC DEVELOPMENT—485
BRETHREN SERVICE COMMISSION—488
BRITISH COLUMBIA POWER COMMISSION—176
BROOKLYN COLLEGE—204-574
BROOKINGS INSTITUTION—6-539-589
BUREAU OF THE CENSUS—34-56-118-167-190-302-366-395-467-486
BUREAU OF LAND MANAGEMENT (See Department of the Interior)
BUREAU OF RECLAMATION (Ethiopia)—561
BUREAU OF SOCIAL SCIENCE RESEARCH—563
BURMA, UNION BANK OF—417
BURMA, FOREIGN OFFICE—38

C

CANADA DEPARTMENT OF AGRICULTURE—164
CANADA, EMBASSY OF—18
CANADIAN BROADCASTING CORP.—192
CANADIAN CONSULATE GENERAL—188
CARBON BLACK EXPORT, INC.—379
CARE—231-457
CARNEGIE ENDOWMENT—246-613
CARNEGIE INSTITUTE OF TECHNOLOGY—480
CARNEGIE INSTITUTION OF WASHINGTON—97
CATHOLIC UNIVERSITY—448
CENTER FOR INTERNATIONAL AFFAIRS & DEVELOPMENT (See New York University)
CENTER FOR INTERNATIONAL STUDIES (See Massachusetts Institute of Technology)
CENTRAL UNIVERSIDAD DE VENEZUELA—295
CHASE MANHATTAN BANK—453
CHECCHI & CO.—196-596
CLEVELAND COUNCIL ON WORLD AFFAIRS—75
COLOMBIA, MINISTRY OF AGRICULTURE—585
COLUMBIA UNIVERSITY—50-389-418
COMMITTEE FOR ECONOMIC DEVELOPMENT—11
COMMITTEE FOR INTERNATIONAL ECONOMIC GROWTH—7-392-396-441
COMMITTEE FOR A NATIONAL TRADE POLICY—137
COMMITTEE ON INTERNATIONAL EXCHANGE OF PERSONS—213
COMMONWEALTH BUREAU OF ANIMAL NUTRITION—400
CONSEJO DE BIENESTAR RURAL—541-542
COOPERATIVE LEAGUE OF THE USA—509-619
CORNELL UNIVERSITY—73-217
COUNCIL FOR INTERNATIONAL PROGRESS IN MANAGEMENT—439
COUNCIL OF ECONOMIC ADVISERS—108
COUNCIL ON ECONOMIC & CULTURAL AFFAIRS—70-94-139-415
COUNCIL ON FOREIGN RELATIONS—227
CREDIT UNION NATIONAL ASSOCIATION—158-179

D

DANIEL, MANN, JOHNSON & MENDENHALL—25-478
DEMOCRATIC NATIONAL COMMITTEE—2
DEPARTMENT OF AGRICULTURE—12-21-32-35-59-63-88-135-154-160-270-275-281-291-293-313-425-572
DEPARTMENT OF COMMERCE (See Bureau of the Census)
DEPARTMENT OF DEFENSE—296
DEPARTMENT OF HEALTH, EDUCATION & WELFARE—20-294-310-461-494-523
DEPARTMENT OF THE INTERIOR—68-221-594
DEPARTMENT OF LABOR—92
DEPARTMENT OF STATE—31-121-490-503-504-557

DEVELOPMENT AND RESOURCES CORPORATION—597

DEVELOPMENTS INTERNATIONAL CORPORATION—263
DOORWAY TO THE 20TH CENTURY—29
DORFMAN & GLICK—5-23
E. I. DUPONT CO.—465

E

EARLHAM COLLEGE—254
EAST AND WEST STORE—347
ECONOMIC DEVELOPMENT INSTITUTE (EBRD)—10
EGYPT ECONOMIC ORGANIZATION—177
EMB, LTD.—47-464
EMPIRE MACHINERY CO.—283
ENCYCLOPEDIA BRITANNICA—611
EXECUTIVE LIBRARY SERVICE—86

F

FIRST FACTORIES FOR THE WORLD—200
FIRST NATIONAL CITY BANK—560
FLETCHER ASSOCIATES—120
FOOD & AGRICULTURE ORGANIZATION OF THE UNITED NATIONS—237-279-305-339-354-371-399-414-497-604
FORD FOUNDATION—37-61-112-161-289-402-499-568-614
FOREIGN AREAS STUDIES DIVISION—562
FOREIGN POLICY CLEARING HOUSE—182
FOUNDATION FOR RESEARCH IN HUMAN BEHAVIOR—149-175
FRANCE, GOVERNMENT OF—455
FRANKLIN PUBLICATIONS—450
FRENCH WEST AFRICA—588
FUJI BANK, THE—384

G

GASS, BELL & ASSOCIATES—510
GEORGETOWN UNIVERSITY—90
GEORGE WASHINGTON UNIVERSITY—258
GHANA CONSULATE—601
GHANA EMBASSY—548-593
GHANA MINISTRY OF FINANCE—142
GINSBURG, LEVENTHAL, BROWN & MORRISON—109
GIRL SCOUTS OF THE USA—512
GLENN MARTIN CO.—26
GOODWILL INDUSTRIES OF AMERICA, INC.—459
GOVERNMENT AFFAIRS INSTITUTE—209
GREEK EMBASSY—520
GUATEMALA NATIONAL ECONOMIC PLANNING COUNCIL—125

H

HAITI EMBASSY—173
HARVARD UNIVERSITY—401-579
HEIFER PROJECT, INC.—102-533
HOBART & WILLIAM SMITH COLLEGE—210
HUGH MOORE FUND—391

I

INDEPENDENT (ORGANIZATION NOT KNOWN)—3-30-42-44-52-53-55-60-65-76-83-128-134-141-153-180-181-189-197-199-202-216-223-224-244-272-273-274-298-348-349-363-367-369-370-376-380-388-406-436-437-444-454-463-466-472-474-481-491-516-521-527-536-547-555-566-570-584-602

INDIA FINANCE MINISTRY—198
INDIA GOVERNMENT—407
INDIA RESERVE BANK—22
INDIAN INSTITUTE OF SCIENCE—435
INDIANA UNIVERSITY—565

INDONESIA STATE PLANNING BUREAU—101
INDONESIA STATE BANK FOR INDUSTRIAL DEVELOPMENT—157

IRELAND CENTRAL STATISTICS OFFICE—517
INSTITUTE OF INTERNATIONAL STUDIES (See University of California)

INSTITUTE OF PUBLIC ADMINISTRATION—204

INSTITUTE OF RESEARCH ON OVERSEAS PROGRAMS (See Michigan State U.)

INSTITUTE FOR INTERNATIONAL ORDER—473

INSTITUTO INTERAMERICANO—559

INTERAMERICAN CENTER FOR RURAL EDUCATION—424

INTERAMERICAN HOUSING AND PLANNING CENTER—607

INTERAMERICAN INSTITUTE OF AGRICULTURAL SCIENCES—419-420-421-438-443-587

INTERNATIONAL AFFAIRS SEMINARS OF WASHINGTON—45

INTERNATIONAL BANK FOR RECONSTRUCTION & DEVELOPMENT (See also Economic Development Institute)—40-115-123-136-151-174-205-242-265-276-575-591-598

INTERNATIONAL COOPERATION ADMINISTRATION—13-17-39-41-46-48-49-51-77-89-91-95-106-122-126-129-155-171-178-184-185-187-190-208-228-234-236-241-243-248-251-262-266-277-280-284-287-290-303-308-309-312-314-315-317-338-341-342-350-355-365-373-386-387-390-394-416-432-440-445-468-495-505-508-511

515-519-522-525-528-537-540-544-549-552-554-564-583-605

INTERNATIONAL COOPERATION CENTER (See Montana State College)

INTERNATIONAL COOPERATION CENTER OF HAWAII—404

INTERNATIONAL DEVELOPMENT SERVICES—1-116-233-263-299-300-320-321-322-323-324-325-326-327-328-329-330-331-332-333-334-335-336-337-351-352-381-385-399

INTERNATIONAL ECONOMIC CONSULTANTS—4-253-359-364

INTERNATIONAL INDUSTRIAL DEVELOPMENT CENTER (See Stanford Research Institute)

INTERNATIONAL MASS EDUCATION MOVEMENT—203

INTERNATIONAL MONETARY FUND—239

INTERNATIONAL TECHNICAL DEVELOPMENT, INC.—514

INTERNATIONAL VOLUNTARY SERVICES—145

IOWA STATE COLLEGE—111

ITALCONSULT—502-506

J

JAMAICA CHIEF MINISTER'S OFFICE AND MINISTRY OF DEVELOPMENT—219

JAPAN, EMBASSY OF—33

JAPAN EXPORT IMPORT BANK—500

JOHNS HOPKINS UNIVERSITY—121-138-150-286-297-496

K

KANSAS STATE UNIVERSITY—545

KENMORE ASSOCIATES—7

KNOLL INTERNATIONAL, LTD.—483

KOINONIA FOUNDATION—62

KOREA MINISTRY OF RECONSTRUCTION—186-422

L

LASKER FOUNDATION—225

ARTHUR D. LITTLE, INC.—357-609

LUCKNOW UNIVERSITY—64-67-80-82

M

MALAYA ECONOMIC SECRETARIAT—133

MALAYA CENTRAL BANK—569

MARTIN CO.—608

MASSACHUSETTS INSTITUTE OF TECHNOLOGY—230-405-412

MASSEY-FERGUSON, LTD.—428-615

MAYWELL SCHOOL (See Syracuse U.)

MENTAL HEALTH RESEARCH INSTITUTE (See U. of Michigan)

MICHIGAN STATE UNIVERSITY—93-100-193-250-413

MIDWEST COUNCIL ON ECONOMIC DEVELOPMENT—492

MONTANA STATE COLLEGE—104

MORGAN COLLEGE—247

HOWARD P. MORRISON INDUSTRIAL CONSULTANTS—482-498

EDWARD K. MOSS—616

MISSISSIPPI STATE COLLEGE—571

MURPHY-CAMPBELL CO.—288

N

NATIONAL AGRICULTURAL WORKERS UNION—378

NATIONAL CATHOLIC RURAL LIFE CONFERENCE—36-140

NATIONAL FARMERS UNION—148-518

NATIONAL GEOGRAPHIC SOCIETY—375

NATIONAL INSURANCE CO. (Irag)—99

NATIONAL PLANNING ASSOCIATION—15-462

NATIONAL PROJECT IN AGRICULTURAL COMMUNICATION (See Michigan State College)

NELSON ASSOCIATES—550

NEWFOUNDLAND FISHERIES DEVELOPMENT AUTHORITY—377

NEW YORK CITY DEPARTMENT OF PERSONNEL—469

NEW YORK STATE COMMITTEE ON LOW INCOMES—411

(NEW YORK) STATE UNIVERSITY COLLEGE OF FORESTRY—374

NEW YORK UNIVERSITY—163-207-460

NIGERIA EASTERN REGIONAL DEVELOPMENT CORPORATION—146

NIGERIA MINISTRY OF AGRICULTURE—543

NIGERIA MINISTRY OF FINANCE—573

NORTHWESTERN UNIVERSITY—606

O

OFFICE OF EDUCATION (See Department of Health, Education & Welfare)

OFFICE OF POPULATION RESEARCH (See Princeton U.)

OFFICE ON INSTITUTIONAL PROJECTS ABROAD—19

OKLAHOMA STATE UNIVERSITY—427

ORGANIZATION OF AMERICAN STATES (See also IIAS & ICRE)—9-84-442-449-475-487

P

PAKISTAN AGRICULTURAL DEVELOPMENT FINANCE CORP.—144

PAKISTAN FINANCE MINISTRY—169

PAKISTAN GOVERNMENT—170-582

PAKISTAN GOVERNMENT PLANNING COMMISSION—476

PAN AMERICAN SANITARY BUREAU (See also World Health Organization)—81-96

PAN AMERICAN UNION (See Organization of American States)

PARK COLLEGE—489

PENNSYLVANIA STATE UNIVERSITY—409

PERKIN-ELMER CORPORATION—229

PHELPS-STOKES FUND—479

PHILIPPINES, CENTRAL BANK OF THE—183

PLANNED PARENTHOOD FEDERATION OF AMERICA—429-600

PORTER INTERNATIONAL CO.—343

PRINCETON UNIVERSITY—259

PRIORITY PROBLEMS RESEARCH INSTITUTE—168

PRIVATE ENTERPRISE, INC.—368-451

PUBLIC AFFAIRS INSTITUTE—477

PUBLIC HEALTH SERVICE (See Department of Health, Education, & Welfare)

PUERTO RICO ECONOMIC DEVELOPMENT ADMINISTRATION—103-278

PUERTO RICO, OFFICE OF THE COMMONWEALTH OF—16

R

RESOURCES FOR THE FUTURE—8-58-74-397

RICHARDSON, BELLWOS, HENRY & CO.—551

ROBERT COLLIGE—372

ROBERT R. NATHAN ASSOCIATES—27-114-220-318-356-358-360-361-362-382

ROBERT OLIVER & ASSOCIATES—72

S

SAMPSON DOOR CO.—200

SATURDAY EVENING POST—340

SAUDI ARABIA, GOVERNMENT OF—292

SAVE THE CHILDREN FEDERATION—393-558

SCHOOL FOR ADVANCED INTERNATIONAL AFFAIRS (See Johns Hopkins U.)

SCHOOL OF PUBLIC & INTERNATIONAL AFFAIRS (See U. of Pittsburgh)

SOUTHWESTERN AT MEMPHIS—532

STANFORD RESEARCH INSTITUTE—98-201-206-218-249-255-260-261-269-301-319-383-610

STANFORD UNIVERSITY—252-257-306-307-383

STUDENTS—57-110-124-132-162-165-215-222-226-236-311-316-408-431-448-501-526-556-580

SURVEYS AND RESEARCH CORP.—605

SUDAN MINISTRY OF FINANCE AND ECONOMICS—127-452

SUMOC—535

SWITZERLAND, EMBASSY OF—194

SWITZERLAND FEDERAL COUNCIL—232

SYRACUSE UNIVERSITY—29-87-113-431-603

T

TECHNICAL ASSISTANCE CLEARING HOUSE—507

TEXAS AGRICULTURAL & MECHANICAL COLLEGE—195

THOMAS A. TODD ASSOCIATES—524

JOSEPH A. TODD ASSOCIATES—524

TRINIDAD & TOBAGO, GOVERNMENT OF—107

TWENTIETH CENTURY FUND—69

U

UNITED NATIONS—54-78-235-345-426-531-578-592

UN TECHNICAL ASSISTANCE BOARD (See United Nations)

UNESCO RESEARCH CENTRE—447-553

UNIVERSIDAD DE LOS ANDES—250

UNIVERSITY OF ARKANSAS—403

UNIVERSITY OF BRITISH COLUMBIA—590

UNIVERSITY OF CALIFORNIA—79-131-152-166-433-612

UNIVERSITY OF CHICAGO—130-212

UNIVERSITY OF DELAWARE—430

UNIVERSITY OF FLORIDA—268

UNIVERSITY OF MARYLAND—458-595

UNIVERSITY OF MICHIGAN—271-446-456-567

UNIVERSITY OF NORTH CAROLINA—24

UNIVERSITY OF THE PHILIPPINES—415

UNIVERSITY OF PITTSBURGH—159

UNIVERSITY OF SOUTHERN CALIFORNIA—586

UNIVERSITY OF WISCONSIN—346

V

VIET-NAM, EMBASSY OF—71

VIETNAMESE CATHOLIC EDUCATIONAL PROGRAM—238

VIET-NAM, GOVERNMENT—423

W

WALLACE CLARK CENTER FOR INTERNATIONAL MANAGEMENT (See New York U.)

WAYNE STATE UNIVERSITY—43

WORLD AFFAIRS CENTER—14

WORLD HEALTH ORGANIZATION (See also Pan American Sanitary Bureau)—264-471-493

WORLD NEIGHBORS—28

WORLD NEWS FEATURES—530

WORLD TRADE RELATIONS, LTD.—434

WORLD UNIVERSITY SERVICE—576

Y

YALE UNIVERSITY—501-529

YUGOSLAVIA, EMBASSY OF—143

YUGOSLAV INVESTMENT BANK—147

LIST IV. GEOGRAPHICAL

Countries other than U.S.A.

ARGENTINA—275
AUSTRALIA—521
BOLIVIA—126-381-540
BRAZIL—17-304-315-449-485-535
BURMA—38-289-358-360-361-362-382-417
CAMBODIA—277
CANADA—164-176-189-377-428-576-590-615
CHILE—299-475
COLOMBIA—250-549-585-607
COSTA RICA—314-355-443
CUBA—538-559
DENMARK—399
ECUADOR—312-535
EGYPT (UAR)—177
EL SALVADOR—604
ENGLAND—57
ETHIOPIA—298-561
FRANCE—214-455
FRENCH WEST AFRICA—588
GHANA—142-352
GREECE—270
GUATEMALA—125-300-320-321-322-323-324-325-326-327-328-329-330-331-332-333-334-335-336-337
HAITI—515
HONDURAS—118-309
INDIA—22-64-67-80-82-89-198-309-383-407-435-447-553
INDONESIA—101-157-281
IRAN—266-341-581
IRAQ—99
IRELAND—517

ISRAEL—78
ITALY—232-279-305-339-354-371-399-414-502-506
JAMAICA—219
JAPAN—180-384-500
KOREA—41-184-186-236-350-386-422-534
LEBANON—61-263-345-568
LIBERIA—338
MALAYA—94-133-569
MEXICO—202-504
NEWFOUNDLAND—377
NIGERIA—48-146-351-416-543-571-573
PAKISTAN—144-169-170-190-245-269-303-365-390-394-426-476-557-582
PARAGUAY—228
PERU—171-187-200-244-308-419-442-487-587
PHILIPPINES—183-234-415
PUERTO RICO—103-278
SAUDI ARABIA—292-347
SCOTLAND—181-400-437
SOUTHERN RHODESIA—293
SUDAN—127-452
SWEDEN—53
SWITZERLAND—232-264-471-493
THAILAND—373-495
TRINIDAD—107
TURKEY—372-544
UNION OF SOUTH AFRICA—313
URUGUAY—167-420-421
VENEZUELA—295-424-541-542-546
VIET-NAM—423-432
YUGOSLAVIA—147

United States of America

ALASKA—285
ARKANSAS—403
CALIFORNIA — (Davis) 131-166-433 —

(Menlo Park) 98-201-218-249-255-260-261-301-319-610 — (San Francisco area) 79-141-152-272-282-380-398-612 — (Stanford) 252-257-306-307-311 — (Other) 162-472-570-586
COLORADO—148-608
CONNECTICUT—501-529
DELAWARE—430-465
HAWAII—404
ILLINOIS—130-212-238-349-488-606-611-619
INDIANA—254-492-535-565
IOWA—36-111-140
KANSAS—368-451-545
KENTUCKY—408
MARYLAND (See also Washington, D. C., area) —26-30-62-138-191-197-247-286-297-458-595
MASSACHUSETTS—132-211-230-256-357-401-405-412-579-609
MICHIGAN—(Ann Arbor) 149-175-271-446-456-567 — (East Lansing) 93-100-193-250-413 — (Other) 43-566
MINNESOTA—128
MISSOURI—489
MONTANA—104
NEW JERSEY—259
NEW YORK (Ithaca) 75-222-226-316 — (Syracuse) 29-87-113-374-431-603 — (Other) 55-210-217-580
NEW YORK CITY AREA—1-14-44-50-52-54-69-70-76-105-112-117-120-139-156-163-176-188-192-199-201-204-207-215-227-229-231-233-235-246-267-343-344-348-369-376-379-385-389-391-393-402-406-410-411-418-429-439-450-453-457-460-469-473-479-483-484-499-500-507-514-516-530-531-532-533-534-535-536-537-538-539-540-541-542-543-544-545-546-547-548-549-550-551-552-553-554-555-556-560-574-578-592-597-599-600-601-602-613-614-617-618
NORTH CAROLINA—24-200
OHIO—75-110
OKLAHOMA—427
OREGON—283
PENNSYLVANIA—159-224-340-409-480-491-513-556
TENNESSEE—532
TEXAS—195
VIRGINIA—(See Washington, D. C., area) WASHINGTON, D. C., AREA—2-3-4-5-6-7-8-9-10-11-12-13-15-16-18-19-20-21-23-25-27-28-31-32-33-34-35-36-37-39-40-42-45-46-47-49-51-56-58-59-60-62-63-65-66-68-71-72-74-77-81-83-84-85-86-88-90-91-92-95-96-97-102-106-108-109-114-116-119-121-122-123-124-129-135-136-137-143-145-150-151-152-154-155-160-161-165-168-172-173-174-178-179-182-185-194-196-205-206-209-213-216-220-221-223-225-237-239-240-241-242-243-251-253-258-259-262-263-265-273-274-276-280-284-287-290-291-294-296-302-310-317-318-342-356-359-363-364-366-367-370-375-378-387-388-392-395-396-397-425-434-436-440-441-444-445-448-454-459-461-462-463-464-466-467-468-470-474-477-478-481-482-486-490-494-496-497-498-503-505-508-509-510-511-512-518-519-520-522-523-524-525-526-527-528-536-537-539-547-548-552-554-562-563-564-572-575-577-583-589-591-593-594-596-598-616
WASHINGTON (State)—288
WEST VIRGINIA—584
WISCONSIN—158-346

Abbreviations

Addl.	Additional	Conn.	Connecticut	Jr.	Junior	Pres.	President
Admin.	Administration	Corp.	Corporation	Ltd.	Limited	Prof.	Professor
Agric.	Agriculture	D. C.	District of Columbia	Mass.	Massachusetts	Progr.	Program
Ark.	Arkansas	Dept.	Department	Mgr.	Manager	Pub.	Public
Assist.	Assistant	Div.	Division	Mich.	Michigan	Reg.	Regional
Assn.	Association	Dr.	Drive, Doctor	MIT	Massachusetts Institute of Technology	Res.	Resident
Assoc.	Associate (s)	E.	East	N.	North	S.	South
Av., Ave.	Avenida, Avenue	FAS	Foreign Agricultural Service	N.A.	North America (n)	S.E.	Southeast
B. C.	British Columbia	HEW	Department of Health, Education & Welfare	N.E.	Northeast	Sec.	Secretary
Bldg.	Building	ICA	International Cooperation Administration	NSW	New South Wales	So.	Southern
Bur.	Bureau	IDS	International Development Services	N.Y.	New York	Sta.	Station
Cal. Calif.	California	IHAS	Interamerican Institute of Agricultural Sciences	OAS	Organization of American States	SW	Southwest
CECA	Council on Economic and Cultural Affairs	IIAS	International Institute of Agricultural Sciences	OEC	Office of Economic Coordination	Tech.	Technical, Technology
CIEP	Committee on International Exchange of Persons	IDS	International Development Services	OIPA	Office of International Projects Abroad	U., Univ.	University
c/o	Care of	Inc.	Incorporated	ORT	Organization for Rehabilitation & Training	UNESCO	United Nations Educational, Scientific & Cultural Organization
Co.	Company	Ing.	Ingeneiro	Organiz.	Organization	UNTAB	UN Technical Assistance Board
Co'l.	Colonel	Inst.	Institute	Pa., Penna.	Pennsylvania	US, USA	United States of America
Comm.	Committee	Internat'l	International	PAU	Pan American Union	USDA	U.S. Department of Agriculture
				P.O.	Post Office	USOM	U.S. Operations Mission
						World Bank	World Bank International Bank for Reconstruction & Development

Corrections to this Directory and changes of address should be sent promptly to the Editor, International Development Review, 10614 St. Paul Street, Kensington, Maryland, USA, so that they may be included in the next issue or supplement.

Membership Information

Membership rates, including subscription to the *International Development Review*:

Members whose legal residence is the U.S.A.
■ Canada \$ 10.00 a year
Members employed by United Nations agencies \$ 10.00 a year
Members residing in the United Kingdom, Western Europe, Australia, New Zealand \$ 6.00 a year
Members residing in any other area \$ 3.00 a year
Student members \$ 3.00 a year
Honorary members \$ 25.00 a year
Institutional members \$100.00 a year
Firms: individuals or organizations contributing \$1,000 or more.

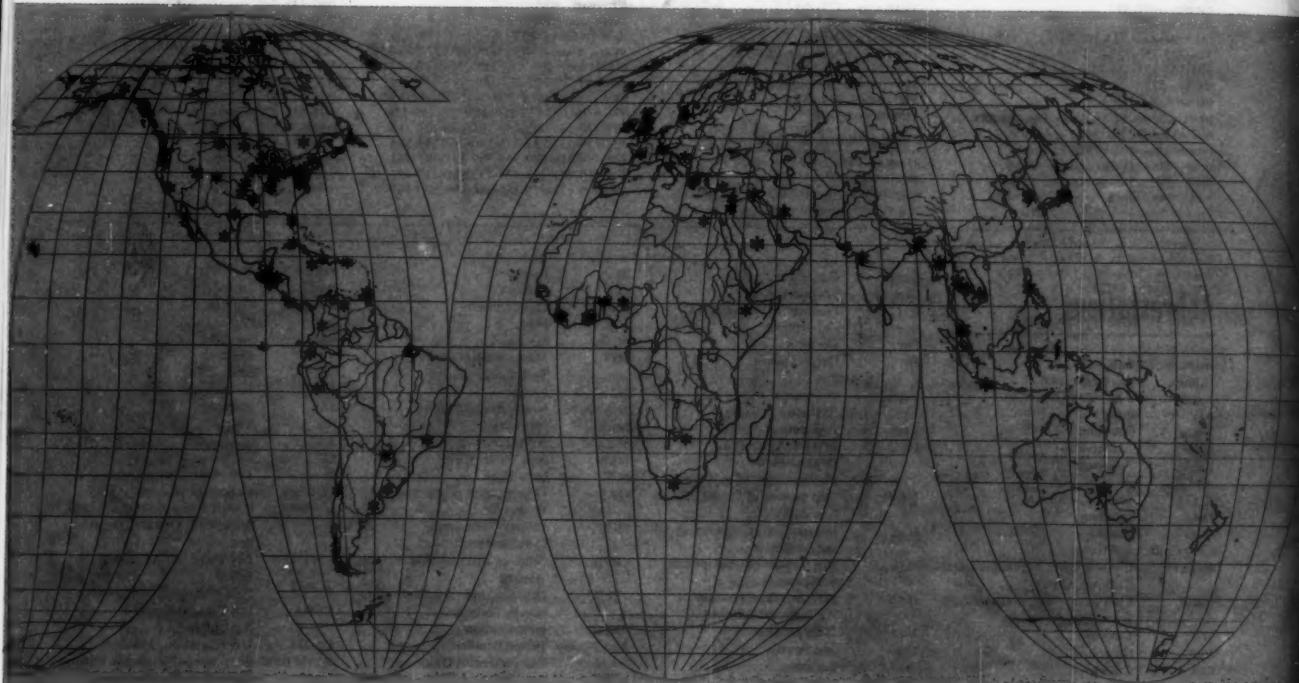
Organizations as well as individuals may become members of the Society, but the right to vote may be exercised only by individual members. Dues are payable in advance. Payment may be made by check, money order, or UNESCO script, and should be in dollars except for cases in which the acceptance of other currencies is authorized by the Council.

Address membership applications and correspondence to Mr. Marion Clawson, Executive Secretary, Society for International Development, 1145 Nineteenth Street, N.W., Washington 6, D.C., U.S.A.

I wish to enroll as a Member of the Society for International Development and enclose \$ _____ as dues for _____ year(s), which includes my subscription to the *International Development Review*.

Signature _____	Date _____
Please type or print the following information:	
Name _____	Nationality _____
Organization _____	
Title or position _____	
Profession or occupation _____	
Office address _____	
Home address _____	
Place of study (if a student) _____	
Please check address to which the <i>Review</i> is to be sent.	

1957-59 DISTRIBUTION OF CHARTER MEMBERSHIP



DID YOU GET TWO or more copies of the *Review*? If you did, please send the extras to others you know who would be interested. (There is bound to be some duplication in the mailing lists we are using for complimentary copies of this issue.)

Editorial Office:

International Development Review
Mr. Gove Hambridge, Editor
10614 St. Paul Street
Kensington, Maryland, USA

Business Office:

Society for International Development
Mr. Marion Clawson, Executive Secretary
1145 Nineteenth Street, N. W.
Washington 6, D. C., USA

